

FINAL CONSULTANCY REPORT

Developed for

WEPIA



By

IBRAHIM K. OSTA

eⁿAble Development Solutions

**The Academy for Educational Development
Cooperative Agreement No. 278-A-00-00-00201-00**

- *Assessment of Partner NGO's*
- *Preparation for Fundraising Workshop & Development of Training Materials*

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I. SCOPE

WEPIA's contract requested the assessment of the fundraising capacity of the six partner NGO's. In addition, the contract requested development of support materials that can be used in a fundraising workshop, originally scheduled to take place during the third week of September. In addition, WEPIA requested recommendations to be submitted regarding follow-up action to be taken by the project in terms of its capacity-building program of the six NGO's.

Due to the prevalent world political situation in September, the fundraising workshop has been rescheduled to a later date. The time originally scheduled for collaboration with Consultant Joan Mason in delivering the workshop has been utilized as follows:

- Develop an expanded review of the organizational and fundraising capacity of the six partner NGO's. This is reflected in the report being more detailed and containing detailed text as opposed to simple scoring (please see assessment of each NGO below – Sections III-VIII).
- Review WEPIA media campaign for future participation in planning campaign
- Editing *A Day in the Life* English CD

II. METHODOLOGY

The detailed methodology of assessment is included in the section below. The task was conducted with support from Ms. Hala Dahlan of WEPIA. Ms. Dahlan provided invaluable support in participating in five of the six meetings, ensuring all relevant arrangements for the interviews and ensuing follow-up.

A meeting was held with at least the executive director of each partner NGO. The tool discussed below has been followed to ensure an objective assessment of each organization.

It is important to note, however, that in certain cases the assessment is incomplete and the scores, therefore, may be revised. Whenever this is the case, notes to this regard have been included under each criteria. A case in point is the BPWA. For example, BPWA membership criterion may not reflect the true state of the organization due to their promise to deliver to us communication materials. As these materials have not been delivered, they cannot be scored. Thus, either a reassessment should take place when such materials are in fact produced in the future, or an adjustment can be made if in fact these materials do exist and only are awaiting delivery.

As for the fundraising training manual development, nine different handouts have been prepared. These handouts and reading materials are designed to provide readers with an in-depth view of specific fundraising topics. The practical nature of the materials emphasize the intention of the handouts in providing readers with hands-on information, tactics and tips they can implement within their organizations.

Following is a list of the topics prepared:

1. *Elements of a Healthy Fundraising Program*
2. *Role of the Board in Fundraising*
3. *The fine art of Asking*
4. *Ten Mistakes You Can Avoid*
5. *Ten Ways Board Members Can Help Raise Money without Asking For It*
6. *Donor Rating for Small Organizations*
7. *Programs & Activities of Membership-Based Organizations*
8. *Special Events*
9. *Board Commitment – The Statement of Agreement*

III. ORGANIZATIONAL ASSESSMENT STRATEGY AND METHODOLOGY

Associations have been diagnosed based on their ability to raise funds to achieve their primary missions and realize their objectives. The overriding consideration employed in designing this tool has been a focus on long-term self-sustainability with the view that associations need to progressively and methodically rely less on international donors and develop internal funding mechanisms.

This diagnostic tool uses criteria necessary for organizational success. Each criterion assesses an association in a specific area, and the collective results of an association's standing yields a descriptive assessment of their status in terms of ability to achieve financial sustainability.

Criteria Utilized in Assessment

Criterion One: Vision, mission, and objectives

Criterion Two: Communications & Public Relations

Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

Criterion Six: Membership recruitment and maintenance (if applicable)

Criterion Seven: Fundraising Strategies & Plans

Rationale

The assessment is designed to be an objective review of an association in a variety of areas that collectively contribute to the success of the organization and its ability to reach financial sustainability. Assigning numerical scores to the criteria under consideration is designed to identify areas requiring substantial capacity building as unveiled by the lowest score.

Criteria Indicators

To determine if an association meets the standards, certain organizational FACTORS for each criterion will be measured. The FACTORS are based on (1) documentation of fundamental functions; (2) answers to key structural and operational questions; and (3) descriptions of major activities. Each FACTOR has been given a numerical value of 10 to 20 points. The scoring of the FACTOR will be based on achieving certain criteria.

Criterion Major Findings

Based on discussion with interviewee, every section illustrates research findings. This serves as the basis for scores derived as well as the development of the "Recommendations" section, which can be found at the end of this report.

The Criterion “Membership”

While all six WEPIA partner organizations do have members, it is questionable whether they truly can be considered authentic member-based organizations. With the exceptions of the Business and Professional Women Association, the other five organization’s membership orientation is elusive.

Therefore, to determine the applicability of this test criteria to each organization, review of its mission statement is essential. Such will be used as the yardstick to determine the proper role of *Criterion Six: Membership*” in the analysis.

If an organization is deemed not a member-based organization, this does not necessarily negate the important role of membership development in organizational success and in contributing to overall financial stability and sustainability. The implication will mean that membership can serve as another fundraising tool for non-membership-based organizations, as opposed to being the essence for its reason to exist.

Determining Membership-based organizations

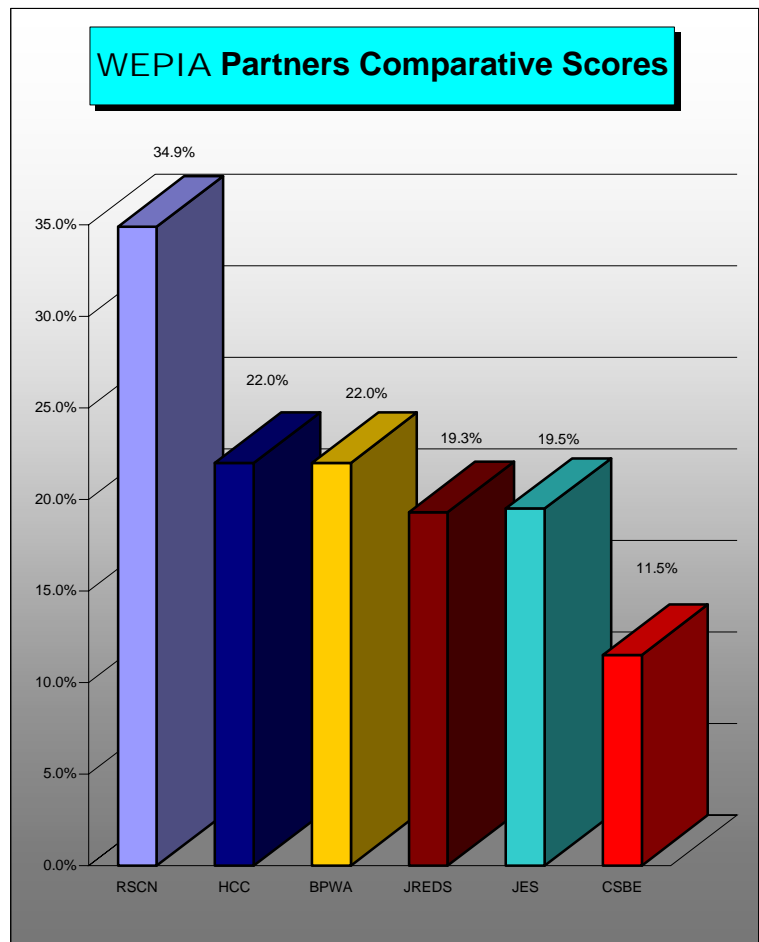
Whether an organization will be scored as a membership-based organization will depend on the following test:

Membership-based organization = An organization created and operates for the purpose of representing and promoting the interests of its members.

Ratings

The criteria ratings are based on a SCALE OF 1 TO 10 (1 = non-existent or lowest rating and 10 = excellent or highest rating). Certain factors have been scored based on a scale of 15 or 20 points. These factors have been given heavier weight based on their relative importance to the specific objective of assessing the organization under question in terms of its fundraising capacity. Such weights are indicated as footnotes.

Judgments for ratings on this scale will be based on these values: qualities, quantities, results, stakeholder acceptance, refinements, completeness, and/or value to the overall mission of the organization.



Comparative Ratio Score

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 740—the total number of possible points—to arrive at a percentage score. Membership-based organizations' score is divided by 890 possible points to arrive at the final score.

Total Possible Scores

Non-Membership-based Organizations

Maximum Possible score = 740 points

Organization Score = x points

= x%

Membership-based Organizations

Maximum Possible score 890 points

Organization Score = x points

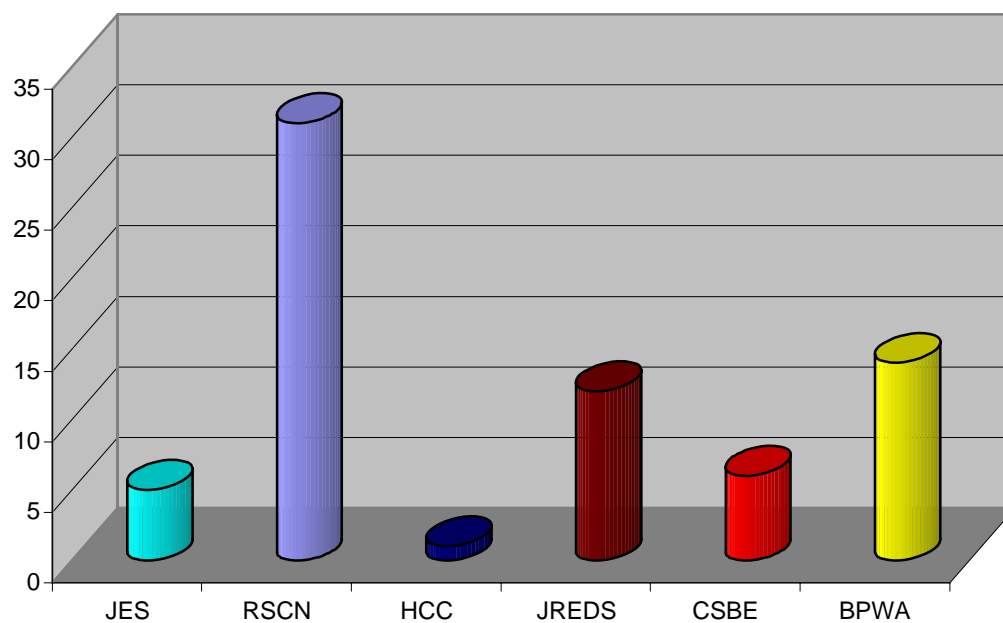
= x%

Weighted Scores per Criterion

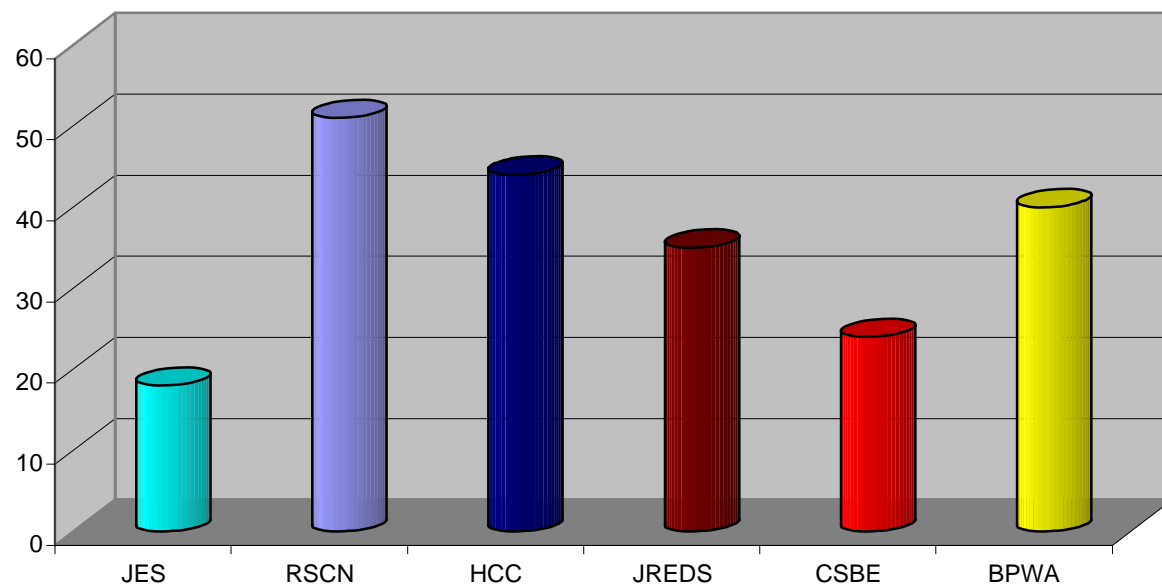
CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
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CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

The Following charts indicate the comparative results of WEPIA partner NGOs by criterion.

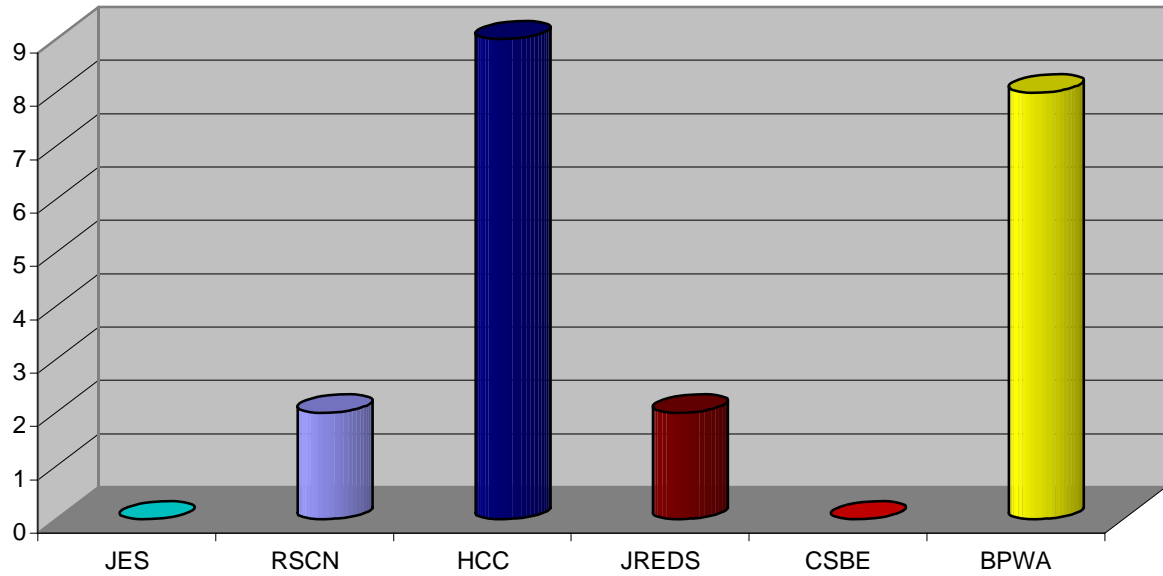
Vision, Mission & Strategies



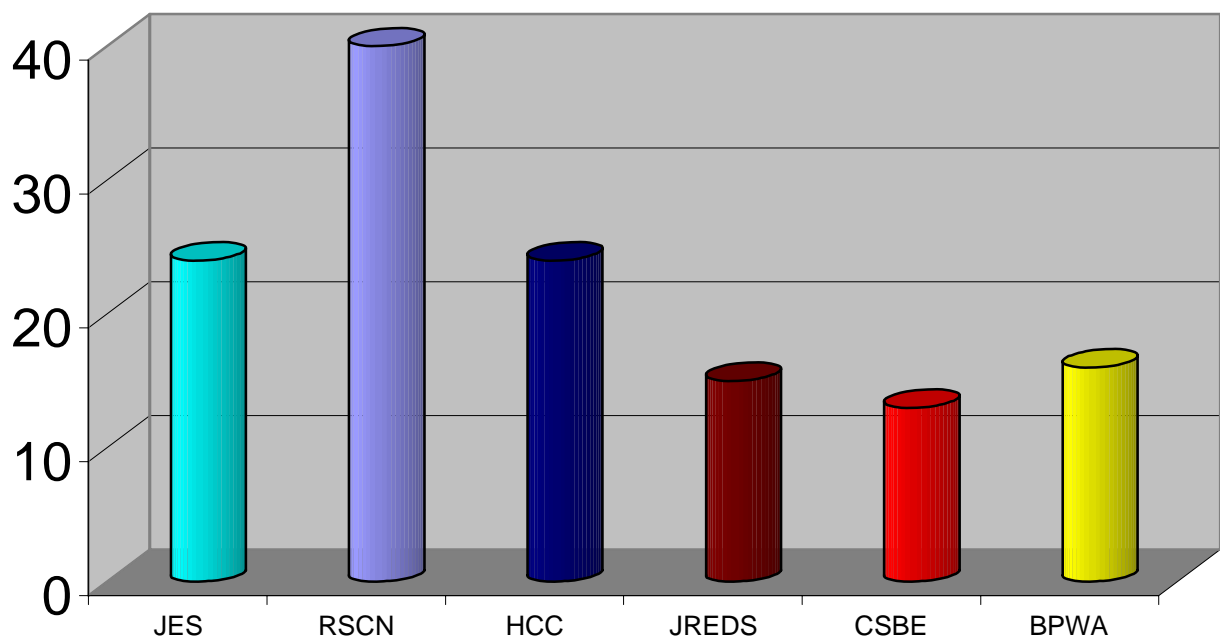
Communication & Public Relations



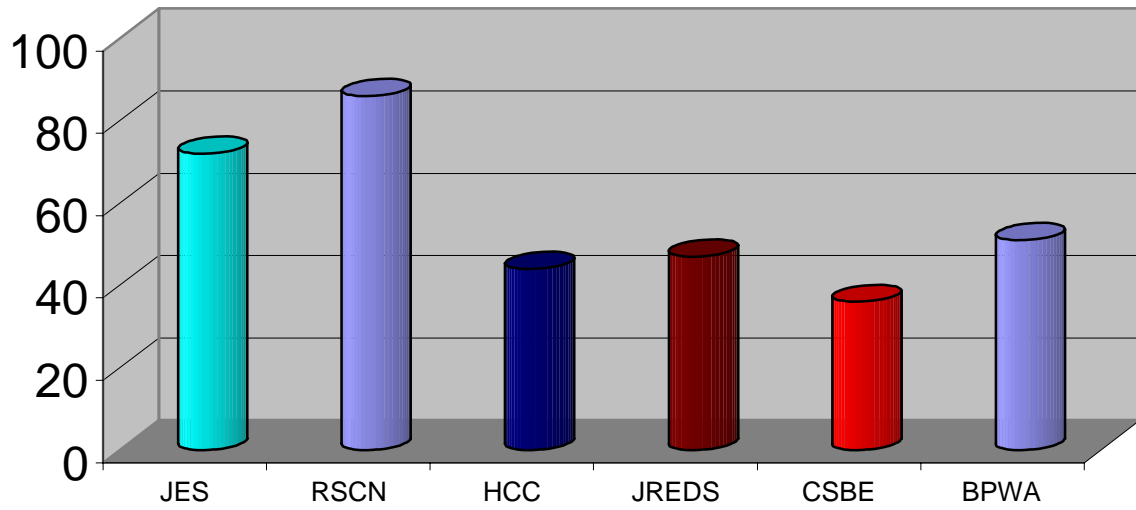
Governance



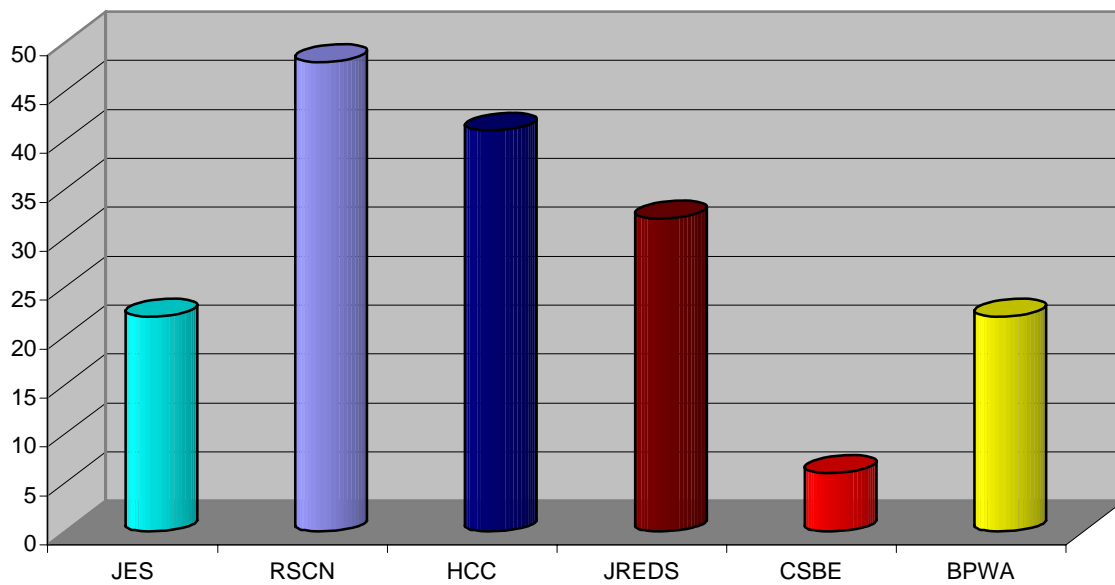
EMPLOYEES



FINANCE



FUNDRAISING



Important Note: Understanding the Assessment

First: The Criteria

It is crucial to emphasize that each organizational assessment has been conducted to measure the fundraising capacity of WEPIA partner NGOs. While many of the criteria utilized do not correspond to the action of soliciting a contribution (such as presence of a mission statement or action plan), they do, however, relate to the organization's ability to undertake an active program of work that would make it viable to build credibility and receive and manage funds.

Second: The Individualistic Nature of the Assessment

Perhaps even more important to the above note is emphasizing the fact that each assessment is individualistic. This means that the assessment measures each criteria according to the specific needs and nature of the organization under consideration. Thus, the size, scope and nature of each organization has been factored in the determination of each factor score.

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For example, if two organizations have been found to have provided the exact same answer to the Finance criterion, one organization might receive a score of 50 while the other might receive a score of 70. To illustrate, the sophistication of financial systems or public relations apparatus necessary to be in place for the JD2-million-per-year RSCN would definitely need to surpass by far those required to be in place for CSBE. Thus, the overriding consideration has been the needs for each specific organization to reach the level of sustainability that it needs according to its nature and scope.

V. RECOMMENDATIONS

Following the comprehensive assessment of each of the six associations, it has emerged as a clear result that most associations (with the exception of RSCN, and to a lesser extent HCC) are operating on a truly commercial nature. This means that these associations project a charitable nature with disregard to long-term financial sustainability.

Obviously, as the assessment indicates, each organization has specific and varying needs. Review of the various criteria would indicate specific findings of each. However, there are also many cross-cutting themes that all organizations need capacity building in.

Therefore, depending on WEPIA goals, capacity and available budget, all or some of the following interventions can be pursued to effectively build the capacity of the six NGO's to achieve their missions and to attain long-term sustainability.

Phase I – Organizational Management Training

WEPIA partner NGOs can go through a comprehensive one-week training covering a broad overview of association management principles and aspects. This training should focus on the following areas:

1. Role of association in society
2. Development of vision and mission
3. Development of strategic plans
4. Development of action plans
5. Association marketing
6. Association public relations
7. Role of the Board of Directors¹
8. Role of professional staff²
9. Board / Staff relations
10. Development of membership campaigns
11. Non-dues sources of income
12. Association financial management
13. Overview of fundraising

Phase II – Fundraising Training

Following Phase I, WEPIA partner NGOs can go through a focused and intensive fundraising training. Fundraising for the 21st Century (planned earlier) would be an excellent tool to achieve this.

Phase III – Advanced Training

Issue-specific workshops can then be held focusing on areas of priority. These include one of the above issues already covered as an overview, but will be delivered in-depth. A one or two-day workshop on each issue can be held. An example is an intensive consideration of membership development, etc.

¹ Can run concurrently, but separately with Board/Staff Relations. (Board and staff attend separate sessions).

² See above note.

Phase IV – U.S. Study Tour

A study tour in the U.S. may be held following or concurrent with Phase III. This should only be held for select number of individuals that exhibit a distinct disposition to acquire and practice knowledge presented during the above training. Twinning with a US partner for partial scholarships should be considered.

Phase V – Organizational Infrastructure Development

This relates to supporting the development of management infrastructure of partner organizations such as procurement of computer systems, updated software, databases, etc.

Phase VI – On-going Technical Assistance

WEPIA may also consider on-going or periodic technical assistance for partner NGOs in the areas of strategic and work planning, public relations, fundraising and membership development.

Customized Capacity Building - *Sharing of findings*

A customized capacity building program that takes into account the specific needs of the organization should be developed. The program would include the six phases discussed above, as well as a customized track for each specific NGO emanating from the needs identified through the assessment.

In order for partner NGOs to begin addressing weaknesses identified, a report should be provided to each organization, along with the findings and the score. Suggested capacity building initiatives should be spelled out with self-administered efforts highlighted. In order to be most effective, the report should be written in a manner that emphasizes positive reinforcement and builds upon the strengths of the organization.

Reassessment

Periodic reassessment of all six NGOs should be conducted once every six months. The reassessment should measure how each organization is progressing and will unveil chronic areas that may necessitate more focused and specialized assistance. Ideally, over a three-year period, NGOs should reach a level of between 80% and 90%

While the above applies to all organizations, specific recommendations have been included throughout the assessment for each partner NGO of WEPIA. The findings of the assessment indicate major areas of support needed based on the resulting score of each criteria. This, combined with the six-phase capacity building program, should ensure that WEPIA partner NGOs reach a world class status of association management capacity. They should also reach long-term financial sustainability.

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

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MAJOR ORGANIZATIONAL CRITERIA UTILIZED IN FUNDRAISING ASSESSMENT

Criterion One: Vision, mission, and objectives

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Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

***Criterion Six: Membership recruitment and maintenance
(if applicable)***

Criterion Seven: Fundraising Strategies & Plans

RATIONALE

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Criterion Major Findings

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COMPARATIVE RATIO SCORE

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 540—the total number of possible points—to arrive at a percentage score.

Weighted Scores per Criterion

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
CRITERION Two: Communications & Public Relations	110 points
CRITERION Three: Finances	110 points
CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Non-Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Key Personnel

Interviewed

Annual Budget

Constituency

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
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Purpose of Criterion One:

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	0
Strategic Plan	0
Action Plan	0
Participatory approached utilized in development	0

Total Points for Criterion

Criterion Major Findings

Vision statement

Mission statement

Strategic Plan

Action Plan

Participatory approached utilized in plan development

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	0
Newsletter / Magazine	0
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	0
Website	0
Data base	0
Computerization	0

Public Relations Ability

Relationship with media	0
Ability to organize & execute publicity functions	0
Image among stakeholders & potential supporters	0

Total Points for Criterion =

Criterion Major Findings**Brochures, Descriptive materials****Newsletter / Magazine****Update materials/tools to key supporters****Frequency of updates to key stakeholders****News releases and/or media kit****Website****Database****Computerization****Relationship with media****Ability to organize & execute publicity functions****Image among stakeholders & potential supporters**

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	0
% of budget covered annually	0
Diversification of sources of funding	0
Stability of level of annual funding	0
Are any sources of funding being reduced / eliminated?	0
Ability to manage grant funds ³	0
Financial reporting according to donor requirements ⁴	0
Clear financial policies & procedures are in place	0
Overhead & program costs are segregated	0

Total Points for Criterion_____

Criterion Major Findings

Annual budget =

Source	% of total
International donors	
Membership Dues & Fees	
Activities	

Financial reports audited

% of budget covered annually

Diversification of sources of funding

Stability of level of annual funding

Are any sources of funding being reduced / eliminated?

Ability to manage grant funds

Financial reporting according to donor requirements

Clear financial policies & procedures are in place

Overhead & program costs are segregated

³ This point is scored out of 20 points.

⁴ This point is scored out of 20 points.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	0
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁵	0
There is a fundraising or campaign chairperson ⁶	0
Board members act as Primes or secondaries regularly ⁷	0
Each board members makes at least two fundraising contacts per month ⁸	0

Total Points for Criterion = _____

Criterion Major Findings

All board members contribute financially at least annually

Board members' job description highlights fundraising

New board members receive orientation in fundraising

Percentage of annual funds raised by board members

There is an active fundraising committee

There is a fundraising or campaign chairperson

Board members act as Primes or secondaries regularly

Each board member makes at least two fundraising contacts per month

Note 1: Committees

Note 2: Decision Making

⁵ This point is scored out of 20 points.

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	0
Staff are aware of importance of fundraising ⁹	0
All staff are involved in fundraising	0
Staff work with board members in fundraising ¹⁰	0
All staff share vision and mission	0
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹¹	0

Total Points for Criterion =**Criterion Major Findings****Staff retention rate****Staff is aware of importance of fundraising****All staff is involved in fundraising****Staff works with board members in fundraising****All staff share vision and mission****Part of staff job description is fundraising****Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors**

⁹ This point is scored out of 20 points.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

CRITERION SIX: MEMBERSHIP**150**

Purpose of Criterion Nine: *To assess how the association attracts and keeps members*

Membership brochure	0
Membership application	0
Membership directory	0
New member orientation outline and handout material	0
Orientation handout materials	0
Committee preference cards	0
Certificates, awards, and other volunteer recognition devices	0
Annual membership growth	0
Membership recruitment plan & system	0
Membership retention rate	0
Dues schedule	0
Non-dues sources of income	0
Member benefits program	0
Service utilization	0
Percentage of annual budget generated from dues	

Total Points for Criterion_____

Criterion Major Findings

Membership brochure

Membership application

Membership directory

New member orientation outline and handout material

Orientation handout materials

Committee preference cards

Certificates, awards, and other volunteer recognition devices

Annual membership growth

Membership recruitment plan & system

Membership retention rate

Dues schedule

Non-dues sources of income

Member benefits program

Service utilization

Percentage of annual budget generated from dues

CRITERION Seven: Fundraising Strategies & Plans**250 points**

Purpose of Criterion Three: *To assess the organization's readiness to raise funds.*

Fundraising Preparedness

Fundraising strategy ¹²	0
Fundraising action plan ¹³	0
Specific cash goals established	0
Existing relationship with donors	0
Presence of a database of present contributors	0
Prospective / potential contributors identified	0
Cultivation strategies in place ¹⁴	0
Experience in spectrum of fundraising strategies	0
Case statement developed	0
Recognition system for donors in place	0
Grant writing ability ¹⁵	0
Recognition of donor priorities / research ability	0

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁶	0
Staff ability / experience in fundraising	0
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁷	0

Fundraising Success

An annual giving campaign conducted ¹⁸	0
Number of repeat annual contributors	0
Retention rate of donors ¹⁹	0

Total Points for Criterion

Criterion Major Findings

¹² This point is scored out of 20 points.

¹³ This point is scored out of 20 points.

¹⁴ This point is scored out of 15 points.

¹⁵ This point is scored out of 15 points.

¹⁶ This point is scored out of 15 points.

¹⁷ This point is scored out of 15 points.

¹⁸ This point is scored out of 15 points.

¹⁹ This point is scored out of 15 points.

Source	% of total
International donors	
Membership Dues & Fees	
Activities	

Fundraising strategy

Fundraising action plan

Specific cash goals established

Existing relationship with donors

Presence of a database of present contributors

Prospective / potential contributors identified

Cultivation strategies in place

Experience in spectrum of fundraising strategies

Case statement developed

Recognition system for donors in place

Grant writing ability

Recognition of donor priorities / research ability

Number of staff assigned to development & fundraising

Staff ability / experience in fundraising

Staff meet regularly to assess progress, contributors

Staff compensated sufficiently for fundraising activities

Staff maintain written reports about donors & prospects

An annual giving campaign conducted

Number of repeat annual contributors

Retention rate of donors

TOTAL SCORE FOR

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	points
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CRITERION Two: Communications & Public Relations	points
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CRITERION Three: Finances	points
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CRITERION Four: Governance	points
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CRITERION Five: Employees	points
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CRITERION Six: Membership	points
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CRITERION Seven: Fundraising Strategies & Plans	points
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Membership-based Organizations

Maximum Possible score 890 points	Score = points

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

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COMPARATIVE RATIO SCORE

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 540—the total number of possible points—to arrive at a percentage score.

Weighted Scores per Criterion

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
CRITERION Two: Communications & Public Relations	110 points
CRITERION Three: Finances	110 points
CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Non-Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Jordan Environmental Society

Key Personnel

Mr. Khaled Irani, Executive Director

H.E. Laila Sharaf, Chair

Interviewed

Mr. Khaled Irani, Executive Director

Annual Budget

JD

General Information

Established in 1966, RSCN employs 170 staff members between full and part time. RSCN is registered under the Ministry of Interior and has been delegated activities that fall within the purview of the government of Jordan (GOJ). These activities include management of protected sites and enforcement of wildlife regulations.

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	5
Strategic Plan	8
Action Plan	8
Participatory approach utilized in development	10

Total Points for Criterion = 31

Criterion Major Findings**Vision statement**

A vision statement is non-existent.

Mission statement

According to the executive director, a mission statement does exist and was discussed during the meeting. However, this mission is not published in RSCN publications. As a result, RSCN gets only a half mark.

Strategic Plan

A well-developed 5-year strategic plan has been developed by RSCN. RSCN strategy is comprised of the following 7 objectives:

1. Establish a national network of protected areas
2. Maintain a viable population of known endangered species in their native habitat
3. Promote the integration of nature conservation with socio-economic development
4. Support the development and effective implementation of legislation to protect wildlife
5. Gain more widespread political and practical support for nature conservation
6. Cooperate with national and international organizations in furthering the interests of nature conservation
7. Achieve institutional and financial sustainability

Review of strategy outline indicate a slight mix-up between objectives and the method to achieve these objectives (strategic objective vs. strategy). Specifically, SO 6 and SO7 are not strategic objectives as much as they are strategies that contribute to achieving the first five S.O.s. Nevertheless, RSCN gets almost a full mark on this category. It is important to note, however, that this score has been given to RSCN based on the outline of the strategy as well as executive director's affirmation that a full-fledged strategy of the outline

presented does actually exist.¹ The deduction reflects RSCN not readily being able to produce the full document.

Action Plan

To achieve the above, RSCN, according to the executive director, does have an annual action plan that is reviewed quarterly. The plan translates the strategy into activities in the following major areas:

- Researching wildlife/biodiversity issues
- Management and promotion of eco-tourism
- Operating six protected areas
- Lobbying to influence public policy regarding nature
- Training of partner organization on RSCN areas of competency
- Income generating projects in surrounding communities to protected areas

A 2-point deduction reflects RSCN not readily being able to produce the full document².

Participatory approached utilized in plan development

The executive director has discussed a participatory methodology in plan development, as each department head meets with department staff, produce their sub-action plan that is incorporated in the overall plan. As participation seems institutionalized, it receives a high mark.

¹ We have been shown the outline only, not the full strategy.

² We have been shown the plan.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	10
Newsletter / Magazine	8
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	7
Website	0
Data base	5
Computerization	8

Public Relations Ability

Relationship with media	4
Ability to organize & execute publicity functions	4
Image among stakeholders & potential supporters	5

Total Points for Criterion = 51

Criterion Major Findings**Brochures, Descriptive materials**

RSCN has a well-developed collection of promotional materials as well as a membership brochure.

Newsletter / Magazine

A high-quality magazine *Al-Reem* is published bi-monthly. The magazine includes a membership invitation as well as sponsorship of various RSCN programs. However, while the magazine should form an important source of profit for RSCN, only 60% of the cost of the magazine is currently recovered. At this time, RSCN has received funding from GTZ for the improving content quality as well as creation of a marketing strategy for *Alreem*.

Update materials/tools to key supporters

None.

Frequency of updates to key stakeholders

Not applicable.

News releases and/or media kit

RSCN exhibited a good relationship with the media and discussed having a media kit. Updates to the media should be developed more frequently.

Website

Attempted to visit RSCN website but "Under Construction" message appeared.

Database

According to the executive director, RSCN database contains around 50% wrong address of registered members or those that have dropped out.

Computerization

RSCN seems fairly computerized.

Relationship with media

Relationship with the media seems positive and the organization receive fairly good coverage. However, RSCN does not maintain a media tracking system showing frequency, extent, tone and prominence of coverage.

Ability to organize & execute publicity functions

RSCN staff seems well-qualified in conducting programmatic events such as tours to the protected sites. However, there was little evidence of staging major publicity functions.

Image among stakeholders & potential supporters

Image seems positive among group of supporters, the public and withing governmental circles. Expanded support, however, may be mobilized by engaging in a major promotional campaign that is designed to enhance image, educate about mission and goals and solicit public participation.

Marketing & Promotion

RSCN has a distinct deficiency in this area, according to the executive director. Plans, however, are already underway to promote a staff member to the membership development and public relations department, following the appointment of a new public relations department. The head of the department, according to the executive director, seems enthusiastic about enhancing membership. Accurate assessment of this category should be done in 6 months from this date to reflect actual work done by the new staff.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	8
Diversification of sources of funding	6
Stability of level of annual funding	7
Are any sources of funding being reduced / eliminated?	7
Ability to manage grant funds ³	16 ⁴
Financial reporting according to donor requirements ⁵	12 ⁶
Clear financial policies & procedures are in place	10
Overhead & program costs are segregated	10

Total Points for Criterion 86

Criterion Major Findings

Annual RSCN budget = *JD 1,000,000 for running costs*
JD 2,000,000 with projects (additional JD 1 million in annual projects)

RSCN funding is derived from the following sources (percentages are approximate):

Source	% of total
Government Allocation	15%
International Donors	35%
Publications	2%
Eco-Tourism Entrance Fees	30%
Contractual Services	10%
Corporations	3%
Membership Dues	0.8%
USAID Endowment	5%

Financial reports audited

Yes, according to statute.

% of budget covered annually

Executive director provided figures for the past fiscal year, which are illustrated in the above table. While all organizations have a wish list and would like to have extra funds, it appears that in the case of RSCN its operational budget is largely stable.

³ This point is scored out of 20 points.

⁴ This point has been scored with input from WEPIA F&A Manager.

⁵ This point is scored out of 20 points.

⁶ This point has been scored with input from WEPIA F&A Manager.

Diversification of sources of funding

RSCN seems to have a well diversified portfolio of eight different sources of income. While the organization gets credit for this wide portfolio, income is skewed in two main categories: international donors as well as eco-tourism. Membership, for example, does not even rise to 1% of revenues and corporate contributions only 3%.

Stability of level of annual funding

As with other organizations receiving government allocation, a key concern is the long-term sustainability of government funding. RSCN has been receiving funding from the government between JD150,000 and JD200,000 (last year it received JD150,000). This particular source of funding, therefore, should not be considered as reliable in the long term, particularly considering Jordan's difficult economic condition and the country's quest to limit unnecessary spending.

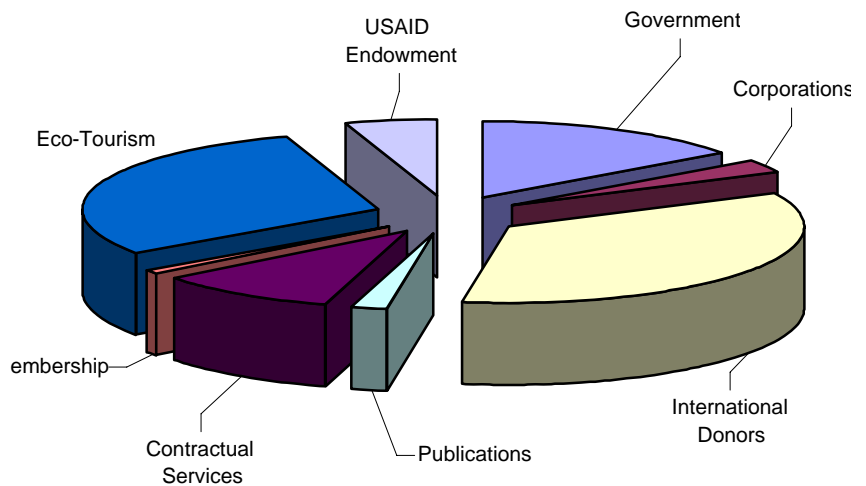
The USAID endowment, on the other hand, does provide RSCN with the stability of a steady monthly stream of revenue, thus contributing to its stability. Membership income as well as corporate contributions are problematic. Both categories combined comprise around less than 4% of total revenues raised. According to the executive director, RSCN has 2,000 members, only 600 of which pay dues. In addition, the high portion of donor funding may not be sustainable in the long run. Such areas as contractual services and fees, for example should be enhanced. This category also includes sale of products from income-generating projects.

The major concern, however, is the eco-tourism component. Currently RSCN generates one third of its funding from this category. However, this is due to RSCN oversight and management of these governmental sites. Thus far, there is no clear governmental mandate that provides RSCN with this duty, a proposition RSCN would like to secure. According to Mr. Irani, RSCN is advocating for, and would like to secure, a clear mandate from the government delegating the protected areas to RSCN. Until this happens, stability of this source of revenues will be a nagging issue.

Are any sources of funding being reduced / eliminated?

As discussed above, membership and corporate contributions are problematic. In addition, certain international donor-funded grants will expire, making it imperative for RSCN to replace them with new fundraising sources.

Funding Sources



Ability to manage grant funds

There is a finance department that handles financial management and reporting, which is important for institutionalization. In addition, the organization seems fairly knowledgeable about donor regulations and the allowability of expenditures.

Financial reporting according to donor requirements

It appears that financial reporting is done according to donor requirements. In certain cases, WEPIA F&A manager returned reports to RSCN for edits and correction.

Clear financial policies & procedures are in place

Yes.

Overhead & program costs are segregated

Yes.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	0
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁷	0
There is a fundraising or campaign chairperson ⁸	0
Board members act as Primes or secondaries regularly ⁹	2
Each board members makes at least two fundraising contacts per month ¹⁰	0

Total Points for Criterion = 2

Criterion Major Findings**All board members contribute financially at least annually**

Board members make no additional contributions than their annual membership dues.

Board members' job description highlights fundraising

No.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Not much.

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

RSCN has a board comprised of well-known business and social figures. Such individuals have aided the organization well in the past in opening doors. The key person in this that has played such a role is the late chairman, Mr. Anis Muasher. It remains to be seen how the new chairperson performs and if the rest of the board will start taking a more active role in the affairs of the organization – at least financially.

Each board member makes at least two fundraising contacts per month

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

⁹ This point is scored out of 20 points.

¹⁰ This point is scored out of 20 points.

No.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	10
Staff are aware of importance of fundraising ¹¹	10
All staff are involved in fundraising	7
Staff work with board members in fundraising ¹²	3
All staff share vision and mission	7
Part of staff job description is fundraising	3
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹³	0

Total Points for Criterion = 40

Criterion Major Findings

RSCN has 170 employees, some of which are on part time basis. Each employee has a written job description. In addition, there is a staff development plan in place, where employees may seek training and other professional development opportunities within the organization. Employees discuss with their supervisors their needs, which will form the basis for their development within each year.

Staff retention rate

RSCN staff has predominantly remained with the organization. Staff resignations seem to be normal, as RSCN seems not to suffer from frequent turnover.

Staff is aware of importance of fundraising

Clearly the executive director does as well as the new head of public relations (according to the discussion with the executive director). Overall, there seems to be a clear recognition of the need for financial sustainability and developing new sources of funding (SO 7 of RSCN strategy is an example). Mr. Irani did mention, however, that many of the field staff do not appreciate the public relations aspect of their work, which makes it difficult for RSCN to promote and capitalize on its work in the field. As image and fundraising cannot be divorced from each other, staff require training in this area.

All staff is involved in fundraising

No. As a matter of fact, there is no staff member assigned membership, advertising or fundraising tasks.

Staff works with board members in fundraising

Not much.

All staff share vision and mission

¹¹ This point is scored out of 20 points.

¹² This point is scored out of 20 points.

¹³ This point is scored out of 20 points.

This category receives above average grade as there is a mission, there is participatory planning, but no vision.

Part of staff job description is fundraising

No.

Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

Note

Important to this category is the discussion with the executive director, who exhibited an appreciation for the participatory and mode of management and an emphasis on delegation. Such a culture is quite necessary for an organization such as RSCN with operations in many remote areas around Jordan. It is mandated, as well, by the large size of its human resources.

It is important to note that while this category has received an overall low grade, it is not an indictment of RSCN management of employees. Rather, this category specifically assesses the extent to which the organization makes full use of its human resource capital in the particular area of fundraising.

CRITERION SIX: MEMBERSHIP**N/A**

Criterion Major Findings

RSCN will not be scored as a membership -based organization. Its mission is to protect wildlife and the preservation of Jordan's natural reserves. Therefore, it is not established to represent or promote the interests of a particular group of members. However, as RSCN relies on members for resource generation as well as mobilization for advocacy, membership will be considered as a fundraising tool.

CRITERION Seven: Fundraising Strategies & Plans**250 points**

Purpose of Criterion Three: *To assess the organization's readiness to raise funds.*

Fundraising Preparedness

Fundraising strategy ¹⁴	0
Fundraising action plan ¹⁵	0
Specific cash goals established	5
Existing relationship with donors	6
Presence of a database of present contributors	5
Prospective / potential contributors identified	1
Cultivation strategies in place ¹⁶	0
Experience in spectrum of fundraising strategies	3
Case statement developed	0
Recognition system for donors in place	1
Grant writing ability ¹⁷	16
Recognition of donor priorities / research ability	5

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁸	4
Staff ability / experience in fundraising	2
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁹	0

Fundraising Success

An annual giving campaign conducted ²⁰	0
Number of repeat annual contributors	0
Retention rate of donors ²¹	0

Total Points for Criterion = 48

Criterion Major Findings**Fundraising strategy**

A formal fundraising strategy is not present.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

¹⁴ This point is scored out of 20 points.

¹⁵ This point is scored out of 20 points.

¹⁶ This point is scored out of 15 points.

¹⁷ This point is scored out of 15 points.

¹⁸ This point is scored out of 15 points.

¹⁹ This point is scored out of 15 points.

²⁰ This point is scored out of 15 points.

²¹ This point is scored out of 15 points.

Specific cash goals established

Specific cash goals seem not to be established every year. It appears that the budget drives what the organization undertakes each year, as cash goals seem to only be a function of projected deficits as opposed to the real cost of implementing an active program of work.

Existing relationship with donors

RSCN does have several grant-funded programs from a variety of donors. However, these programs are primarily funded through proposals and not through a variety of fundraising methods.

Presence of a database of present contributors

Individual and corporate members are maintained in a data base that requires update. Work needs to be done on developing a list of prospective members and contributors as well as screening these prospects in terms of contribution capacity, inclination, contacts to be tapped, areas in which contributor may be of benefit beyond present contributions, etc.

Prospective / potential contributors identified

Not much work has been done in this area.

Cultivation strategies in place

No.

Experience in spectrum of fundraising strategies

RSCN raises money through membership, advertising sales in *Al-Reem*, proposal writing and corporate sponsorship of a particular program. Its recent success in generating JD 65,000 from Jordan Telecom in corporate sponsorship should provide the organization with an important boost in further seeking this sort of funding. A word of caution, however, that the Jordan Telecom success may not be an indication of RSCN true ability to seek and secure corporate sponsors, as JT itself has been portraying an outgoing and charitable posture. Thus, the real test is RSCN ability to identify, solicit and secure sponsorships of other corporations.

Case statement developed

Non-existent.

Recognition system for donors in place

Executive director sends thank you letters to contributors.

Grant writing ability

RSCN seems to have developed a good grant writing ability. Mr. Irani discussed the fact that his deputy is primarily in charge of this area.

Recognition of donor priorities / research ability

RSCN seems to be increasingly becoming aware of the necessity to understand donor priorities prior to requesting funding. An example discussed by the executive director is the fact that it took three years of trial and error of RSCN asking USAID for funding without researching USAID's Strategic Objectives, until USAID guided RSCN towards a program it can benefit from.

Number of staff assigned to development & fundraising

None.

Staff ability / experience in fundraising

Training and capacity building in the theory and practice of systematic fundraising is necessary. Ability will also develop over time with practice and implementation. New staff assigned to this task (head of public relations) will better provide an assessment of this area following spending sometime on the job.

Staff meet regularly to assess progress, contributors

No.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising or marketing. The new head of PR will have this assignment.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

Limited.

Retention rate of donors

N/A.

Membership Development

Membership development can play an important role in RSCN fundraising activities. While it is not a membership-based organization, membership should generate a larger base of revenues than currently is the case.

The Present Situation

RSCN has around 2,000 members, only 600 of which pay their annual dues of JD15. This translates to only a 30% retention rate of members. In addition, there is no membership development plan in place. In terms of staffing, the newly-hire public relations person will be charged with membership development, among other tasks, and will be aided by a new staff member to be added to the department.

Suggestion

RSCN should create a membership development program focusing on new member acquisition and retention. The campaign should have the following components:

A. Strategy & System

- Set targets for number of members to be acquired
- Develop a value-added program

- Non-dues sources of income - Develop a strategy to promote programs, products and services to members for a discounted fee
- Membership recruitment plan & system
- Revise dues schedule – particularly the corporate component with different levels

B. Collateral material

- Membership brochure – *Already has*
- Membership application – *Already has*
- Membership directory
- Orientation handout materials
- Committee preference cards

TOTAL SCORE FOR RSCN

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	31 point
CRITERION Two: Communications & Public Relations	51 points
CRITERION Three: Finances	86 points
CRITERION Four: Governance	2 points
CRITERION Five: Employees	40 points
CRITERION Six: Membership	N/A points
CRITERION Seven: Fundraising Strategies & Plans	48 points

Non-Membership-based Organizations

RSCN Cultural Center has been scored as an activity-based as opposed to a membership-based organization.

Maximum Possible score 740 points	RSCN Score = 258 WEB points
	34.9%

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

FUNDED BY



By

IBRAHIM K. OSTA

eⁿAble Development Solutions

for

**Business & Professional
Women Association
(BPWA)**

STRATEGY AND METHODOLOGY

Associations will be diagnosed based on their ability to raise funds to achieve their primary missions and realize their objectives. The overriding consideration employed in designing this tool has been a focus on long-term self-sustainability with the view that associations need to progressively and methodically rely less on international donors and develop internal funding mechanisms.

This diagnostic tool uses criteria necessary for organizational success. Each criterion will assess an association in a specific area, and the collective results of an association's standing will yield a descriptive assessment of their status in terms of ability to achieve financial sustainability.

MAJOR ORGANIZATIONAL CRITERIA UTILIZED IN FUNDRAISING ASSESSMENT

Criterion One: Vision, mission, and objectives

Criterion Two: Communications & Public Relations

Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

*Criterion Six: Membership recruitment and maintenance
(if applicable)*

Criterion Seven: Fundraising Strategies & Plans

RATIONALE

This document is intended to provide an objective assessment of an association in a variety of areas that collectively contribute to the success of the organization and its ability to reach financial sustainability. Assigning numerical scores to the criteria under consideration is designed to identify areas requiring substantial capacity building as unveiled by the lowest score.

CRITERIA INDICATORS

To determine if an association meets the standards, certain organizational FACTORS for each criterion will be measured. The FACTORS are based on (1) documentation of fundamental functions; (2) answers to key structural and operational questions; and (3) descriptions of major activities. Each FACTOR has been given a numerical value of 10 points. The scoring of the FACTOR will be based on achieving certain criteria as described in the Interviewer's Instruction Sheet.

Criterion Major Findings

Based on discussion with interviewee, every section illustrates research findings. This serves as the basis for scores derived as well as the development of the "Recommendations" section, which can be found at the end of this report.

The Criterion "Membership"

While all six WEPIA partner organizations do have members, it is questionable whether they truly can be considered authentic member-based organizations. With the exceptions of the Business and Professional Women Association, the other five organization's membership orientation is elusive. Therefore, whether an organization will be scored as a membership-based organization will depend on the following test:

Membership-based organization = An organization created and operates for the purpose of representing and promoting the interests of its members.

Therefore, to determine the applicability of this test criteria to each organization, review of its mission statement is essential. Such will be used as the yardstick to determine the proper role of *Criterion Six: Membership* in the analysis.

If an organization is deemed not a member-based organization, this does not necessarily negate the important role of membership development in organizational success and in contributing to overall financial stability and sustainability. The implication will mean that membership can serve as another fundraising tool for non-membership-based organizations, as opposed to being the essence for its reason to exist.

RATINGS

The criteria ratings are based on a **SCALE OF 1 TO 10** (1 = non-existent or lowest rating and 10 = excellent or highest rating). Certain factors have been scored based on a scale of 15 or 20 points. These factors have been given heavier weight based on their relative importance to the specific objective of assessing the organization under question in terms of its fundraising capacity. Such weights are indicated as footnotes.

Judgments for ratings on this scale will be based on these values: qualities, quantities, results, stakeholder acceptance, refinements, completeness, and/or value to the overall mission of the organization.

COMPARATIVE RATIO SCORE

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Weighted Scores per Criterion

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CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Non-Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Business & Professional Women Association

Key Personnel

Ms. Buthaina Jardaneh,
Executive Director
Ms. Wijdan Al-Saket, Chair

Interviewed

Ms. Buthaina Jardaneh, Executive
Director

Annual Budget

JD 50,000

Constituency

Business and professional women. Initially organized to assist women with legal matters and has transformed to become an advocate of professional women's issues and to provide services to women entrepreneurs.

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	0
Strategic Plan	5
Action Plan	5
Participatory approached utilized in development	4

Total Points for Criterion = 14

Criterion Major Findings**Vision statement**

A vision statement is non-existent.

Mission statement

Published in the brochure (see below).

Strategic Plan

According to the executive director, a three-year plan does exist and was developed with the help of an AMIR consultant¹. Since we were not shown this plan, it would be difficult to score this category except by relying on the overall information generated during the interview to provide indication of the level of written planning conducted. Therefore, a score of 3 will be assigned.

Action Plan

The director also discussed the presence of an annual and a quarterly plan. The fact that such recognition of the need for such plan exists is important. Yet, a plan was not shown to us and a similar score to the Strategic Plan will be assigned.

Participatory approached utilized in plan development

The executive director exhibited a culture whereby the board is primarily involved in the operational details of the organization. Thus, while board participation is necessary, it seems that it is done at the expense of proper staff participation.

¹ AMIR is Access to Microfinance and Improved Policy Reform – A program funded by USAID which partially supports the development of five Jordanian business associations.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	4
Newsletter / Magazine	0
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	4
Website	0
Data base	3
Computerization	7

Public Relations Ability

Relationship with media	6
Ability to organize & execute publicity functions	8
Image among stakeholders & potential supporters	8

Total Points for Criterion = 40

Criterion Major Findings**Brochures, Descriptive materials**

Executive director reported that materials are under print and will provide us with copies. To date, none have been received by WEPIA.

Newsletter / Magazine

A newsletter is not published at this time.

Update materials/tools to key supporters

No regular updates designed to keep key supporters involved in the operation.

Frequency of updates to key stakeholders

Not applicable.

News releases and/or media kit

News releases are mostly developed by the executive director, however, there is no media kit.

Website

Website can provide method for visitors of the site to contribute to BPWA or join its membership. The site can also be used as a source of revenue by emphasizing banner selling for sponsors. BPWA did not provide an address for a website.

Database

According to the executive director there is not a suitable database in place.

Computerization

BPWA is fairly computerized.

Relationship with media

Relationship with the media seems positive but infrequent. Executive director, due to being busy with the rest of association operations, is unable to handle the publicity demands of BPWA. In addition, BPWA does not maintain a media tracking system showing frequency, extent, tone and prominence of coverage.

Ability to organize & execute publicity functions

The organization has a fairly good ability to organize functions, attract key speakers as well as leading personalities. Between board and staff, BPWA has a good track record of marketing association events and securing participation. The key weakness in this area, however, is marketing these events for a fee as opposed to being free.

Image among stakeholders & potential supporters

Image seems positive among group of beneficiaries, however increased attention is needed in the area of potential supporters.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	4
Diversification of sources of funding	3
Stability of level of annual funding	3
Are any sources of funding being reduced / eliminated?	3
Ability to manage grant funds ²	12 ³
Financial reporting according to donor requirements ⁴	16 ⁵
Clear financial policies & procedures are in place	0
Overhead & program costs are segregated	0

Total Points for Criterion 51

Criterion Major Findings

Annual HCC budget = JD 50,000

BPWA funding is derived from the following sources:

Source	% of total
International donors	91%
Membership Dues & Fees	7%
Activities	2%

Financial reports audited

Yes, according to statute.

% of budget covered annually

The budget, according to the executive director, is around JD50,000, dropping from JD70,000 and may have to be reduced further to around JD35,000 at the end of the AMIR program expected to end this calendar year. These figures primarily reflect administrative expenses and include virtually no programmatic costs. As such, this category receives a weak score.

Diversification of sources of funding

There is little diversification in the sources of funding, as BPWA primarily has operated on the AMIR-provided grant. While it is a membership based organization with membership dues and activities, these combined provided the organization with less than 10% of revenues.

² This point is scored out of 20 points.

³ This point has been scored with input from WEPIA F&A Manager.

⁴ This point is scored out of 20 points.

⁵ This point has been scored with input from WEPIA F&A Manager.

Stability of level of annual funding

The primary concern discussed by the executive director is the end of AMIR funding. Executive director has discussed the prospects of significantly curtailing the operation in a few months as a result. Thus, the organization receives a low score in this area.

Are any sources of funding being reduced / eliminated?

Please see above.

Ability to manage grant funds

According to WEPIA F&A manager,

Financial reporting according to donor requirements

It appears that financial reporting is done according to donor requirements. According to WEPIA F&A manager,

Clear financial policies & procedures are in place

This is done according to norms and practice, without written policies and procedures.

Overhead & program costs are segregated

No.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	4
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁶	0
There is a fundraising or campaign chairperson ⁷	0
Board members act as Primes or secondaries regularly ⁸	2
Each board members makes at least two fundraising contacts per month ⁹	2

Total Points for Criterion = 8

Criterion Major Findings**All board members contribute financially at least annually**

Board members' contributions are primarily their annual dues.

Board members' job description highlights fundraising

No.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Insignificant.

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

BPWA board is comprised of prominent members of Jordanian political, social and business circles. However, there has been little expenditure of political capital by these members in the are of fundraising.

Each board member makes at least two fundraising contacts per month

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

⁹ This point is scored out of 20 points.

No.

Note 1: Committees

All BPWA committees are chaired by the chair of the organization. In order to expand member participation and enhance committee operations, it is essential to decentralize and expand committee affairs.

Note 2: Decision Making

A culture of centralized decision making with the board has been detected. If BPWA is to succeed in the long term, it is essential that clear lines of roles and responsibilities be established by the organization. Division between board and staff need to be clear and lines of authorities need to be crisp. Professional staff must be empowered to make managerial decisions, while the board retaining strategic oversight and fundraising activities.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	4
Staff are aware of importance of fundraising ¹⁰	5
All staff are involved in fundraising	2
Staff work with board members in fundraising ¹¹	2
All staff share vision and mission	3
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹²	0

Total Points for Criterion = 16**Criterion Major Findings****Staff retention rate**

BPWA has three project directors, three secretaries (one for each of the three programs), an executive director, and two logistical officers. In addition, there are two advocates and an accountant hired on a part time basis. BPWA has experienced turnover among its project directors. This category, therefore, will receive a score of 4, as these are key positions.

Staff is aware of importance of fundraising

The executive director as well as chair are the two mostly involved in this matter. The rest of the organization needs to be equally involved.

All staff is involved in fundraising

See above.

Staff works with board members in fundraising

Staff, other than the executive director, and board seems to have little interaction.

All staff share vision and mission

BPWA requires assistance in this area as there seems to be centralization with the Chair, board and to a lesser extent the executive director.

Part of staff job description is fundraising

No.

Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

¹² This point is scored out of 20 points.

CRITERION SIX: MEMBERSHIP**150**

Purpose of Criterion Nine: *To assess how the association attracts and keeps members*

Membership brochure	0
Membership application	0
Membership directory	0
New member orientation outline and handout material	0
Orientation handout materials	3
Committee preference cards	0
Certificates, awards, and other volunteer recognition devices	2
Annual membership growth	0
Membership recruitment plan & system	0
Membership retention rate	0
Dues schedule	1
Non-dues sources of income	0
Member benefits program	2
Service utilization	3
Percentage of annual budget generated from dues	1

Total Points for Criterion 12

Criterion Major Findings**Membership brochure**

According to the executive director, a full membership package is under print. As this has not been shown to us, it cannot be scored until produced.

Membership application

See above.

Membership directory

Non-existent.

New member orientation outline and handout material

See Membership brochure.

Orientation handout materials

Non-existent.

Committee preference cards

Non-existent.

Certificates, awards, and other volunteer recognition devices

BPWA did not seem to adopt this recognition system.

Annual membership growth

BPWA has 220 members on its list with only 120 paying dues. Membership has not experienced real growth over the past couple of years. According to the executive director, membership figures have been steady, with new members making up lost ones.

Membership recruitment plan & system

Virtually non-existent. Membership recruitment is done haphazardly through personal invitations of board members. Although this is the case, the fact that membership has been stagnant indicates that there is no real recruitment system in place.

Membership retention rate

Retention rate of members is suffering as only 55% of members pay dues. It is worthy to note that while 100 of the 220 registered as members do not pay dues, BPWA still considers them as members.

Dues schedule

Dues schedule is not well developed. There is only one JD30 category for all members. Furthermore, there is no corporate membership category, only individual.

Non-dues sources of income

In member-based associations, non-dues sources of income generated from activities should account around 50% of budget. This should be developed as a steady and sustainable source of income that develops into a stable level with progressively increasing levels. Currently, BPWA only generates around 2% of an-already modest budget from this source. During the meeting, the executive director indicated that a great deal of activities are provided to members free of charge or at cost recapture rate, placing a strain on budget.

Member benefits program

BPWA member benefits program is quite weak at this stage. A distinctive service provided to members is legal services, but this too is offered at below cost. Nevertheless, BPWA does have an opportunity to develop a strong program of benefits that would ensure member retention, attraction of new members as well as create a new stream of revenues as a result of service utilization.

Service utilization

No definitive figures have been provided by BPWA, but a general indication that members do participate in some fashion in organization affairs has been provided.

Percentage of annual budget generated from dues

Seven percent of an-already small budget generated by dues is insufficient and does not make a real contribution in building BPWA's financial sustainability. Retention as well as attraction of members should be a high priority on BPWA agenda.

Membership Development Suggestions

In order for BPWA to develop into a viable and sustainable organization in the long term, it is imperative to develop a strong program of work, an attractive member-benefits program with value-added services and strong membership development system. This must include all of the following:

A. Strategy & System

- Set targets for number of members to be acquired
- Develop a value-added program
- Non-dues sources of income - Develop a strategy to promote programs, products and services to members for a discounted fee
- Membership recruitment plan & system
- Revise dues schedule.
 - a) Individual membership: Need to revise category to include various levels with corresponding dues.
 - b) Corporate Membership: Develop a multi-tier dues schedule based on company size. The various dues levels should also have varying benefits package to encourage election of higher dues.
- Compile a data base of potential members (must be in the thousands), segment them and develop a strategy to reach these prospects and sign them up.

B. Collateral material

- Membership brochure – *Already has*¹³
- Membership application – *Already has*¹⁴
- Membership directory
- Orientation handout materials
- Committee preference cards

¹³ According to executive director, they are under print.

¹⁴ According to executive director, they are under print.

CRITERION Seven: Fundraising Strategies & Plans**250 points**

Purpose of Criterion Three: *To assess the organization's readiness to raise funds.*

Fundraising Preparedness

Fundraising strategy ¹⁵	0
Fundraising action plan ¹⁶	0
Specific cash goals established	3
Existing relationship with donors	4
Presence of a database of present contributors	0
Prospective / potential contributors identified	5
Cultivation strategies in place ¹⁷	0
Experience in spectrum of fundraising strategies	2
Case statement developed	0
Recognition system for donors in place	0
Grant writing ability ¹⁸	4
Recognition of donor priorities / research ability	0

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁹	3
Staff ability / experience in fundraising	1
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ²⁰	0

Fundraising Success

An annual giving campaign conducted ²¹	0
Number of repeat annual contributors	0
Retention rate of donors ²²	0

Total Points for Criterion = 22

Criterion Major Findings

BPWA funding is derived from the following sources:

¹⁵ This point is scored out of 20 points.

¹⁶ This point is scored out of 20 points.

¹⁷ This point is scored out of 15 points.

¹⁸ This point is scored out of 15 points.

¹⁹ This point is scored out of 15 points.

²⁰ This point is scored out of 15 points.

²¹ This point is scored out of 15 points.

²² This point is scored out of 15 points.

Source	% of total
International donors	91%
Membership Dues & Fees	7%
Activities	2%

Fundraising strategy

A formal fundraising strategy is not present. Staff, primarily the executive director and Chair conduct fundraising activities through acquired skills capitalizing on opportunities whenever they present themselves. As a result, BPWA has no clear strategy to raise funds, nor does it have a system to identify and solicit potential contributors.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

Specific cash goals established

Specific cash goals for fundraising are not established every year.

Existing relationship with donors

Relationship with WEPIA seems positive. AMIR, the primary supporter of BPWA, has provided assistance to the organization, but BPWA expressed resistance to certain AMIR recommendations, particularly in the areas of membership expansion. Moreover, BPWA primary relationships have been with AMIR and WEPIA without much other relations developed.

Presence of a database of present contributors

No.

Prospective / potential contributors identified

Some research has been done by the executive director, but no real prospects have emerged. Further, no list has been developed.

Cultivation strategies in place

No.

Experience in spectrum of fundraising strategies

The assistance provided by AMIR may have contributed to building a feeling of complacency at BPWA. There seems disregard to real fundraising beyond grant funding. Rather than having capitalized on the luxury of the AMIR grant to build its public relations and fundraising capacity, BPWA expended its funds without much investment in revenue generating schemes. As a result, it has gained little experience in raising money. In addition, the executive director cited that most activities are provided to members at cost or at a subsidized rate, thus harming BPWA bottom line.

Case statement developed

Non-existent.

Recognition system for donors in place

No.

Grant writing ability

In the case of AMIR, BPWA was sought out as opposed to having researched donor interest and written a winning proposal. WEPIA funding seems to have been less demanding to BPWA than if the organization had to identify a donor, research priorities and submit a proposal. While EJADA has been in Jordan for a few months, BPWA still has not approached them. Similar partnership may be struck with UNICEF through a program focusing on female entrepreneurial development.

Recognition of donor priorities / research ability

Research ability is very weak. It was surprising to note that BPWA did not even recognize that the organization has been chosen by USAID to receive assistance for the following 4 years through the new AMIR 2.0 program. This is particularly disturbing in light of the fact that this is public knowledge and posted on USAID's website.

Number of staff assigned to development & fundraising

Part of the executive director's tasks is fundraising. No other staff member is assigned this task.

Staff ability / experience in fundraising

Training and capacity building in the theory and practice of systematic fundraising is necessary. Ability will also develop over time with practice and implementation.

Staff meet regularly to assess progress, contributors

No.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

None.

Retention rate of donors

This category is not applicable.

TOTAL SCORE FOR BPWA

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	14 point
CRITERION Two: Communications & Public Relations	40 points
CRITERION Three: Finances	51 points
CRITERION Four: Governance	8 points
CRITERION Five: Employees	16 points
CRITERION Six: Membership	12 points
CRITERION Seven: Fundraising Strategies & Plans	22 points

Membership-based Organizations
BPWA has been scored as a membership-based organization.

Maximum Possible score 890 points	BPWA Score = 163 points
	22.0%

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

FUNDED BY



By

IBRAHIM K. OSTA

eⁿAble Development Solutions

for

**Jordan Environmental
Society
(JES)**

STRATEGY AND METHODOLOGY

Associations will be diagnosed based on their ability to raise funds to achieve their primary missions and realize their objectives. The overriding consideration employed in designing this tool has been a focus on long-term self-sustainability with the view that associations need to progressively and methodically rely less on international donors and develop internal funding mechanisms.

This diagnostic tool uses criteria necessary for organizational success. Each criterion will assess an association in a specific area, and the collective results of an association's standing will yield a descriptive assessment of their status in terms of ability to achieve financial sustainability.

MAJOR ORGANIZATIONAL CRITERIA UTILIZED IN FUNDRAISING ASSESSMENT

Criterion One: Vision, mission, and objectives

Criterion Two: Communications & Public Relations

Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

*Criterion Six: Membership recruitment and maintenance
(if applicable)*

Criterion Seven: Fundraising Strategies & Plans

RATIONALE

This document is intended to provide an objective assessment of an association in a variety of areas that collectively contribute to the success of the organization and its ability to reach financial sustainability. Assigning numerical scores to the criteria under consideration is designed to identify areas requiring substantial capacity building as unveiled by the lowest score.

CRITERIA INDICATORS

To determine if an association meets the standards, certain organizational FACTORS for each criterion will be measured. The FACTORS are based on (1) documentation of fundamental functions; (2) answers to key structural and operational questions; and (3) descriptions of major activities. Each FACTOR has been given a numerical value of 10 points. The scoring of the FACTOR will be based on achieving certain criteria as described in the Interviewer's Instruction Sheet.

Criterion Major Findings

Based on discussion with interviewee, every section illustrates research findings. This serves as the basis for scores derived as well as the development of the "Recommendations" section, which can be found at the end of this report.

The Criterion "Membership"

While all six WEPIA partner organizations do have members, it is questionable whether they truly can be considered authentic member-based organizations. With the exceptions of the Business and Professional Women Association, the other five organization's membership orientation is elusive. Therefore, whether an organization will be scored as a membership-based organization will depend on the following test:

Membership-based organization = An organization created and operates for the purpose of representing and promoting the interests of its members.

Therefore, to determine the applicability of this test criteria to each organization, review of its mission statement is essential. Such will be used as the yardstick to determine the proper role of *Criterion Six: Membership* in the analysis.

If an organization is deemed not a member-based organization, this does not necessarily negate the important role of membership development in organizational success and in contributing to overall financial stability and sustainability. The implication will mean that membership can serve as another fundraising tool for non-membership-based organizations, as opposed to being the essence for its reason to exist.

RATINGS

The criteria ratings are based on a **SCALE OF 1 TO 10** (1 = non-existent or lowest rating and 10 = excellent or highest rating). Certain factors have been scored based on a scale of 15 or 20 points. These factors have been given heavier weight based on their relative importance to the specific objective of assessing the organization under question in terms of its fundraising capacity. Such weights are indicated as footnotes.

Judgments for ratings on this scale will be based on these values: qualities, quantities, results, stakeholder acceptance, refinements, completeness, and/or value to the overall mission of the organization.

COMPARATIVE RATIO SCORE

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 540—the total number of possible points—to arrive at a percentage score.

Weighted Scores per Criterion

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
CRITERION Two: Communications & Public Relations	110 points
CRITERION Three: Finances	110 points
CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Non-Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Jordan Environmental Society

Key Personnel

Mr. Sami Abbasi, Executive Director
H.E. Ahmad Obeidat, Chairman

Interviewed

Mr. Sami Abbasi, Executive Director

Annual Budget

JD 75,000

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	2
Strategic Plan	0
Action Plan	0
Participatory approached utilized in development	3

Total Points for Criterion = 5

Criterion Major Findings**Vision statement**

A vision statement is non-existent.

Mission statement

Non-existent, although there is a statement of purpose for existence required by statute as part of the registration process and is published in the articles of incorporation. A mission statement needs to be developed.

Strategic Plan

According to the executive director, a strategy does not exist.

Action Plan

As a strategic plan is non-existent, an action plan emanating from the strategy also does not exist.

Participatory approached utilized in plan development

Departments appear to have a reasonable degree of autonomy, although it is difficult to measure this in light of participatory development of plans. Therefore, a score of 3 will be assigned. It seems clear, however, that a more participatory approach would serve JES well in annual and more frequent planning if adopting a retreat-type event to plan for the entire organization and ensure that all components are working in sink with each other.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	4
Newsletter / Magazine	0
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	2
Website	0
Data base	3
Computerization	1

Public Relations Ability

Relationship with media	4
Ability to organize & execute publicity functions	1
Image among stakeholders & potential supporters	3

Total Points for Criterion = 18

Criterion Major Findings**Brochures, Descriptive materials**

JES has a brief brochure describing the organization, with the same text also reproduced on a folder. However, the brochure appeared as incomprehensive and requires professional development in crafting text that is quite descriptive as well as attractive to instigate action as membership or support by the reader.

Newsletter / Magazine

Although JES has published a magazine for many years, no magazine or newsletter are published at this time. During the discussion it emerged as striking that JES approach to the production of its magazine as more charitable than a necessity to use it as a source of fundraising. The general view within the organization favors an approach were JES would produce the magazine, lose money on production and distribution in quest for added publicity and promoting its environmental agenda. Advertising is conspicuously absent from past issues.

Update materials/tools to key supporters

None.

Frequency of updates to key stakeholders

Not applicable.

News releases and/or media kit

JES has materials that are of publishing quality. In addition, many of its supporters have served and do serve as writers on behalf of the organization. However, a

professional media kit seems absent and JES suffers from media misinformation as a result of journalists misquoting the organization.

Website

Appears non-existent. JES provided a web address of www.environment.go.jp/jes, but it could not be accessed.

Database

According to the executive director, JES database contains around 50% wrong address. While data is stored in the organization, it is useless if it is incorrect. In addition, there still is heavy reliance on paper documentation as opposed to computerized data management systems.

Computerization

Very weak. See Database.

Relationship with media

Relationship with the media seems positive, although JES does not receive sufficient prominent or frequent coverage. Furthermore, JES does not maintain a media tracking system showing frequency, extent, tone and prominence of coverage.

Ability to organize & execute publicity functions

JES staff currently working on the WEPIA-funded religious awareness program seems involved and enthusiastic. While one interaction may not be sufficient for accurate judgment, the meeting at WEPIA was indicative of the level of public relations sophistication of the organization in this area. From this meeting, it was clear that JES staff require capacity building in events management and planning. On the larger realm of the organization itself, there was little evidence that JES has an active events program.

Image among stakeholders & potential supporters

Image seems positive among group of supporters. However, if we consider that only 1,800 out of 5,700 total members actually pay dues (32%), then the organization suffers a real weakness in this area. Members should comprise the most intimate group of supporters, and if only one third are committed then this provides a negative indication about the image of the organization.

Marketing & Promotion

Another area suffered by JES is its weak marketing and promotion ability. At the outset, there is no marketing and/or public relations department. In addition, its history in marketing and promotion is weak. Compounding the problem is the prevalent culture that does not see financial sustainability as the overriding mode of operation of the organization.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	5
Diversification of sources of funding	7
Stability of level of annual funding	4
Are any sources of funding being reduced / eliminated?	5
Ability to manage grant funds ¹	12²
Financial reporting according to donor requirements ³	20⁴
Clear financial policies & procedures are in place	2
Overhead & program costs are segregated	10

Total Points for Criterion 75

Criterion Major Findings

Annual JES budget = JD 86,000 (1999)

JES funding is derived from the following sources:

Source		% of total
Government Allocation	13,500	16%
International Donors	Balance	22%
Corporations	10,000	12%
Membership Dues & Fees	10,000	12%
USAID Endowment	32,400	38%

Financial reports audited

Yes, according to statute.

% of budget covered annually

1999	1998
JD 86,000	JD 84,000

Executive director provided figures for 1998 and 1999. During 1998, JD 79,000 comprised overhead expenses, leaving little money for other programmatic activities. While JES spent this amount of money, this sum is not indicative of full budget coverage. In reality, JES has needs in a variety of areas that would require expensive undertakings such as development of its operational infrastructure, new staffing (such as public relations, membership development, etc), computerization, among other things. In addition, due to the lack of a strategy, it is difficult to

¹ This point is scored out of 20 points.

² This point has been scored with input from WEPIA F&A Manager.

³ This point is scored out of 20 points.

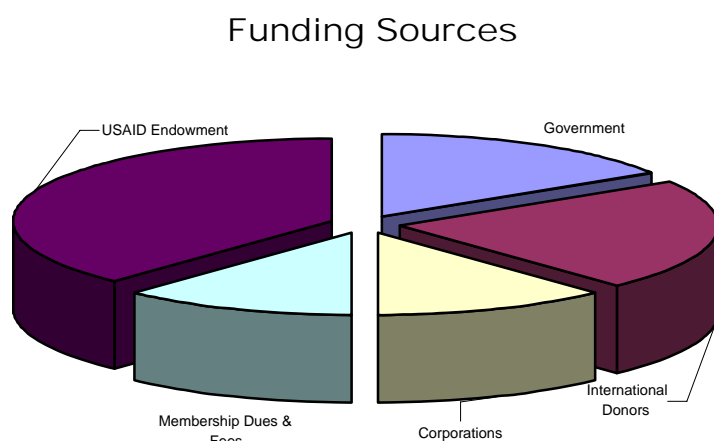
⁴ This point has been scored with input from WEPIA F&A Manager.

determine how much of the work envisioned by JES can actually be done with the existing budget. Therefore, this category will be scored at mid point with a score of 5.

Diversification of sources of funding

Diversification in sources of JES funding provide a clear indication of a distinct lack of ability of the organization to raise funds. While the chart below paints a picture of a well-diversified financial situation, the reality is that with over half of annual income coming from a USAID endowment⁵ and government allocation, the organization

raises little income on its own. Yet, the USAID endowment does provide a cushion for JES, although its percentage of total income is quite high. While there is diversification in the sources of funding, it is skewed in the wrong direction.



Stability of level of annual funding

As with other organizations receiving government allocation, a key concern is the long-term sustainability of government funding. This particular source of funding,

therefore, should not be considered as reliable in the long term, particularly considering Jordan's difficult economic condition and the country's quest to limit unnecessary spending. The USAID endowment, on the other hand, doe provide JES with the stability of a steady monthly stream of revenue, thus contributing to its stability.

Membership income as well as corporate contributions are problematic. Both categories combined comprise around ¼ of total revenues raised. According to the executive director, corporate contributions have dropped from a peak level of around JD 40,000 several years back to JD 10,000 during the past year; a 75% drop. In addition, while JES has 5,700 registered members, only 1,800 pay dues. In addition, 60% of the membership join the category paying JD1 annually and only 40% pay JD5. Considering all of the above, and the organizations trend in progressively losing membership and corporate income, a score of 3 will be assigned.

Are any sources of funding being reduced / eliminated?

As discussed above, membership and corporate contributions are problematic. In addition, certain international donor-funded grants will expire, making it imperative for JES to replace them with new fundraising sources.

⁵ In October 1999, USAID provided JES with an endowment of JD 450,000, currently yielding a monthly income of around JD 2,700.

Ability to manage grant funds

There is a finance department that handles financial management and reporting. According to WEPIA F&A Manager, JES develops accurate reports.

Financial reporting according to donor requirements

It appears that financial reporting is largely done according to donor requirements.

Clear financial policies & procedures are in place

This is done according to norms and practice, without written policies and procedures.

Overhead & program costs are segregated

Yes.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	0
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁶	0
There is a fundraising or campaign chairperson ⁷	0
Board members act as Primes or secondaries regularly ⁸	0
Each board members makes at least two fundraising contacts per month ⁹	0

Total Points for Criterion = 0

Criterion Major Findings**All board members contribute financially at least annually**

Board members make no additional contributions than their JD 5 annual membership dues.

Board members' job description highlights fundraising

No.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Virtually none.

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

As board members are comprised mostly of "high profile" personalities, such activities are seen as below board members' to undertake. The executive director even cited that the chairman will not sign certain fundraising letters addressed to corporations due to their lack of "status."

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

⁹ This point is scored out of 20 points.

Each board member makes at least two fundraising contacts per month
No.

JES Organization – A real Challenge to Sustainability

Governance is perhaps one of the most pressing and problematic issues facing JES. These may be summarized as follows:

Board/Staff Relations

The executive director cited this as the chief problem facing him. It appears that there is little delegation for professional staff to properly manage the affairs of the organization. The board seems to be involved in more than the strategic concerns, which are properly its role. In addition, the executive director lacks a clear job description with responsibilities and authorities.

Organizational Infrastructure

JES is organized nationally according to a chapter system. It has 24 chapters, 17 of which have physical office space and administrative staff. Chapters are created by governorate or locality within a governorate, with each chapter enjoying its own operational autonomy, collection of membership dues as well as committees. Dues collected by the chapters are not passed to the head office (not even partially). Furthermore, each chapter conducts its own board elections and committee leadership, from a delegation to the national office is selected to participated in national JES elections.

Drawing a comparison with organizations with a similar system in the U.S., the Republican or Democratic parties bear the closest resemblance with their primary and delegate systems. This calls into question the wisdom of an environmentally-focused NGO operating with such a complex system. It appears that more time is spent on organization, election and re-election than on promoting environmental matters.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	10
Staff are aware of importance of fundraising ¹⁰	1
All staff are involved in fundraising	7
Staff work with board members in fundraising ¹¹	0
All staff share vision and mission	0
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹²	0

Total Points for Criterion = 24**Criterion Major Findings****Staff retention rate**

Staff has predominantly remained with the organization. Staff resignations seem to be normal, as JES seems not to suffer from frequent turnover.

Staff is aware of importance of fundraising

Perhaps the most striking revelation of meeting with JES staff has been the exhibited culture of total disregard to sustainability or the necessity of raising funds. The executive director perhaps has a better awareness of the need to raise funds but has a challenge as to the methodology of accomplishing it. Even the director of the magazine portrayed a disregard bordering on rejection to the notion of promoting advertising in the publication.

All staff is involved in fundraising

No. There is no staff member assigned membership, advertising or fundraising.

Staff works with board members in fundraising

No.

All staff share vision and mission

As vision and mission have not been developed, category will not receive any score.

Part of staff job description is fundraising

No.

Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

¹² This point is scored out of 20 points.

CRITERION SIX: MEMBERSHIP**N/A**

Criterion Major Findings

JES will not be scored as a membership -based organization. While there is no mission to assess, JES is primarily organized to preserve the environment and not established to represent or promote the interests of paid members.

While this is the case, it does call into question the present orientation of the organization and its lack of focus. Clearly, JES needs to make important distinction between itself and RSCN, and to create a unique niche for itself. This may very well be transforming the organization into a membership-based entity that aggressively targets corporate members, informing them about new environmental regulations, conducting an awareness program designed to support members in avoiding fines and non-compliance, etc. Therefore, since this requires a transformation in vision and mission, and until this happens, membership will not be scored as an independent category. However, it will be included as a source of funding and will be included in Criteria 7: Fundraising.

CRITERION Seven: Fundraising Strategies & Plans**250 points****Purpose of Criterion Three:** *To assess the organization's readiness to raise funds.***Fundraising Preparedness**

Fundraising strategy ¹³	0
Fundraising action plan ¹⁴	0
Specific cash goals established	5
Existing relationship with donors	5
Presence of a database of present contributors	5
Prospective / potential contributors identified	1
Cultivation strategies in place ¹⁵	0
Experience in spectrum of fundraising strategies	1
Case statement developed	0
Recognition system for donors in place	1
Grant writing ability ¹⁶	4
Recognition of donor priorities / research ability	0

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁷	0
Staff ability / experience in fundraising	0
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁸	0

Fundraising Success

An annual giving campaign conducted ¹⁹	0
Number of repeat annual contributors	0
Retention rate of donors ²⁰	0

Total Points for Criterion = 22**Criterion Major Findings**

JES raises funds through a variety of avenues and from various sources, including:

Source	% of total
Government Allocation	16%
International Donors	22%
Corporations	12%
Membership Dues & Fees	12%
USAID Endowment	38%

¹³ This point is scored out of 20 points.¹⁴ This point is scored out of 20 points.¹⁵ This point is scored out of 15 points.¹⁶ This point is scored out of 15 points.¹⁷ This point is scored out of 15 points.¹⁸ This point is scored out of 15 points.¹⁹ This point is scored out of 15 points.²⁰ This point is scored out of 15 points.

Fundraising strategy

A formal fundraising strategy is not present.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

Specific cash goals established

Specific cash goals seem not to be established every year. Conversely, the budget (expected revenues) seems to guide JES activities, as opposed to the opposite.

Existing relationship with donors

JES does have several grant-funded programs from a variety of donors. Therefore, it is assumed that JES maintains a positive relationship with these donors for it to be able to acquire such funding. However, these programs are primarily funded through proposals and not through a variety of fundraising methods.

Presence of a database of present contributors

Individual and corporate members are maintained in a largely outdated and inaccurate database that requires computerization. Work needs to be done on developing a list of prospective members and contributors as well as screening these prospects in terms of contribution capacity, inclination, contacts to be tapped, areas in which contributor may be of benefit beyond present contributions, etc.

Prospective / potential contributors identified

Not much work has been done in this area.

Cultivation strategies in place

No.

Experience in spectrum of fundraising strategies

Not much, virtually none.

Case statement developed

Non-existent.

Recognition system for donors in place

Executive director sends thank you letters to contributors.

Grant writing ability

Budgeting and technical writing ability is needed.

Recognition of donor priorities / research ability

Could not be detected.

Number of staff assigned to development & fundraising

None.

Staff ability / experience in fundraising

Training and capacity building in the theory and practice of systematic fundraising is necessary. Ability will also develop over time with practice and implementation.

Staff meet regularly to assess progress, contributors

No.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising or marketing.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

Limited and declining.

Retention rate of donors

Negative retention is registered as the numbers and amounts have been declining.

Membership Development

Membership development can play an important role in JES fundraising activities. While JES is not a membership-based organization, according to its objectives, it does operate as a member-based entity. Thus, membership should generate a larger base of revenues than currently is the case.

The Present Situation

JES has around 5,700 members, only 1,800 pay their annual dues – 60% pay JD and 40% pay JD5. There is no membership development strategy plan, no system to ensure retention and a negligible member benefits program (at least that is what is communicated). As membership is neglected as a system, no staff is devoted to membership development – membership is delegated to the chapters to generate. Further, membership dues are kept by the chapters.

The present dues schedule is inherently counterproductive to JES. It is too cumbersome for a member to make an effort to visit a JES chapter and make a JD1 dues renewal payment. This small amount is too trivial for members to make such an effort, thus contributing to the reasons for lack of member retention. In addition, the low membership amount, in addition to being too cost ineffective, portrays a poor image of the value of associating with JES.

Suggestion

JES needs to create a comprehensive membership development program focusing on new member acquisition and retention. The campaign should have the following components:

A. Strategy & System

- Set targets for number of members to be acquired
- Develop a value-added program
- Non-dues sources of income - Develop a strategy to promote programs, products and services to members for a discounted fee
- Membership recruitment plan & system
- Revise dues schedule.
 - a) Individual membership: Need to unify and raise membership dues
 - b) Corporate Membership: Develop a multi-tier dues schedule based on company size. In addition, JES can have different dues level with varying benefits package.
- JES target market should make a serious effort in targeting corporate members. Therefore, a comprehensive benefits program aimed at assisting members in regulatory compliance as well as good corporate citizenship should form the basis of this membership category.

B. Collateral material

- Membership brochure – *Already has*
- Membership application – *Already has*
- Membership directory
- Orientation handout materials
- Committee preference cards

TOTAL SCORE FOR JES

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	5 point
CRITERION Two: Communications & Public Relations	18 points
CRITERION Three: Finances	75 points
CRITERION Four: Governance	0 points
CRITERION Five: Employees	24 points
CRITERION Six: Membership	N/A points
CRITERION Seven: Fundraising Strategies & Plans	22 points

Non-Membership-based Organizations

JES has been scored as an activity-based as opposed to a membership-based organization.

Maximum Possible score 740 points	JES Score = 144 points
	19.5%

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

FUNDED BY



By

IBRAHIM K. OSTA

eⁿAble Development Solutions

for

**Jordan Royal Ecological
Diving Society
(JREDS)**

STRATEGY AND METHODOLOGY

Associations will be diagnosed based on their ability to raise funds to achieve their primary missions and realize their objectives. The overriding consideration employed in designing this tool has been a focus on long-term self-sustainability with the view that associations need to progressively and methodically rely less on international donors and develop internal funding mechanisms.

This diagnostic tool uses criteria necessary for organizational success. Each criterion will assess an association in a specific area, and the collective results of an association's standing will yield a descriptive assessment of their status in terms of ability to achieve financial sustainability.

MAJOR ORGANIZATIONAL CRITERIA UTILIZED IN FUNDRAISING ASSESSMENT

Criterion One: Vision, mission, and objectives

Criterion Two: Communications & Public Relations

Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

*Criterion Six: Membership recruitment and maintenance
(if applicable)*

Criterion Seven: Fundraising Strategies & Plans

RATIONALE

This document is intended to provide an objective assessment of an association in a variety of areas that collectively contribute to the success of the organization and its ability to reach financial sustainability. Assigning numerical scores to the criteria under consideration is designed to identify areas requiring substantial capacity building as unveiled by the lowest score.

CRITERIA INDICATORS

To determine if an association meets the standards, certain organizational FACTORS for each criterion will be measured. The FACTORS are based on (1) documentation of fundamental functions; (2) answers to key structural and operational questions; and (3) descriptions of major activities. Each FACTOR has been given a numerical value of 10 points. The scoring of the FACTOR will be based on achieving certain criteria as described in the Interviewer's Instruction Sheet.

Criterion Major Findings

Based on discussion with interviewee, every section illustrates research findings. This serves as the basis for scores derived as well as the development of the "Recommendations" section, which can be found at the end of this report.

The Criterion "Membership"

While all six WEPIA partner organizations do have members, it is questionable whether they truly can be considered authentic member-based organizations. With the exceptions of the Business and Professional Women Association, the other five organization's membership orientation is elusive. Therefore, whether an organization will be scored as a membership-based organization will depend on the following test:

Membership-based organization = An organization created and operates for the purpose of representing and promoting the interests of its members.

Therefore, to determine the applicability of this test criteria to each organization, review of its mission statement is essential. Such will be used as the yardstick to determine the proper role of *Criterion Six: Membership* in the analysis.

If an organization is deemed not a member-based organization, this does not necessarily negate the important role of membership development in organizational success and in contributing to overall financial stability and sustainability. The implication will mean that membership can serve as another fundraising tool for non-membership-based organizations, as opposed to being the essence for its reason to exist.

RATINGS

The criteria ratings are based on a **SCALE OF 1 TO 10** (1 = non-existent or lowest rating and 10 = excellent or highest rating). Certain factors have been scored based on a scale of 15 or 20 points. These factors have been given heavier weight based on their relative importance to the specific objective of assessing the organization under question in terms of its fundraising capacity. Such weights are indicated as footnotes.

Judgments for ratings on this scale will be based on these values: qualities, quantities, results, stakeholder acceptance, refinements, completeness, and/or value to the overall mission of the organization.

COMPARATIVE RATIO SCORE

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 540—the total number of possible points—to arrive at a percentage score.

Weighted Scores per Criterion

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
CRITERION Two: Communications & Public Relations	110 points
CRITERION Three: Finances	110 points
CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Non-Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Jordan Royal Ecological Diving Society

Key Personnel

Mr. Fadi Sharaiha, Executive Director
HRH Princess Basma Bint Ali, Chairperson

Telephone 567-6173 Fax 567-6183

Interviewed

Mr. Fadi Sharaiha, Executive Director

Annual Budget

JD 35,000

Year Established

1995

Types of constituency served by the association

Supporters and enthusiasts of marine life and marine sports.

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	9
Strategic Plan	1
Action Plan	0
Participatory approached utilized in development	2

Total Points for Criterion _____ **12**

Criterion Major Findings

Based on discussion with interviewee. This section illustrates research findings and serves as the basis for scores derived as well as the development of the "Recommendations" section which can be found at the end of this report.

Vision statement

A vision statement does not exist and is not published.

Mission statement

A mission statement exists, describes the work of the organization and is published. However it needs some fine tuning to be concise. JREDS mission is:

"JREDS aims at the conservation, rehabilitation and enhancement of the marine eco-system in Jordan through grassroots participation, promoting sustainable management of natural marine resources, lobbying, awareness generation and the development of technical capabilities."

Strategic Plan

Outline of a strategic plan developed over 18 months ago is in place. The plan has not been developed yet into a full-fledged proposal. The outline was developed by the members of the board.

Action Plan

As the action plan follows the strategy, none exists. The organization currently operates based on performance required by projects underway as well as the direction of the executive director.

Participatory Development of Plans

As was described by the executive director, the board collaboratively developed an outline of a strategy. However, there needs to be substantial input from professional staff in plan development. While this is a requirement, at the time of plan development, there was a vacancy in the organizational structure, making staff input impossible.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	7
Newsletter	1
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	2
Website	10
Data base	3
Computerization	7

Public Relations Ability

Relationship with media	3
Ability to organize & execute publicity functions	1
Image among stakeholders & potential supporters	1

Total Points for Criterion 35

Criterion Major Findings**Brochures, Descriptive materials**

JREDS has a diversified collection of publications, brochures and descriptive materials including posters and leaflets promoting specific programs and/or activities. The quality of these materials is good.

Newsletter

The first edition of a newsletter has been published during the Summer 2001. As the newsletter was donated by a printing company, there was little quality control and the publication suffers from typographical mistakes. In addition,

Update materials/tools to key supporters

None exist.

Frequency of updates to key stakeholders

None exist.

News releases and/or media kit

A ready media kit does not exist, however, the organization does produce press releases on occasions.

Website

A well-developed website exists for the organization and does contain a membership application.

Data base

A database of current members and supporters exists, however it is fragmented between the Amman and Aqaba offices. When asked about a complete membership list, JREDS could only produce Amman-based members citing that Aqaba-based members is in the process of being consolidated with the main list in Amman. In addition, JREDS needs to develop a list of potential members and supporters to be approached for membership and support.

Computerization

JREDS seems fairly computerized for the size and nature of the operation. However, staff require additional training in more complex operations.

Relationship with media

Relationship with the media seems positive, however coverage is not as frequent as may be possible. In addition, JREDS does not maintain a media tracking system showing frequency, extent, tone and prominence of coverage.

Ability to organize & execute publicity functions

Major functions are not held by JREDS, other than an annual dinner held.

Image among stakeholders & potential supporters

According to the executive director, JREDS image among stakeholders is weak. The key weakness is that stakeholders do not correctly understand the mission, goals and activities of the organization, and many confuse JREDS with an association of marine sports enthusiasts.

A key weakness facing JREDS is the fact that the organization does not employ a full time staff member with public relations and membership responsibilities.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	5
Diversification of sources of funding	3
Stability of level of annual funding	4
Are any sources of funding being reduced / eliminated?	4
Ability to manage grant funds ¹	8 ²
Financial reporting according to donor requirements ³	8 ⁴
Clear financial policies & procedures are in place	8
Overhead & program costs are segregated	5

Total Points for Criterion 47

Criterion Major Findings

Annual JREDS budget = JD 35,000

JREDS funding is derived from the following sources:

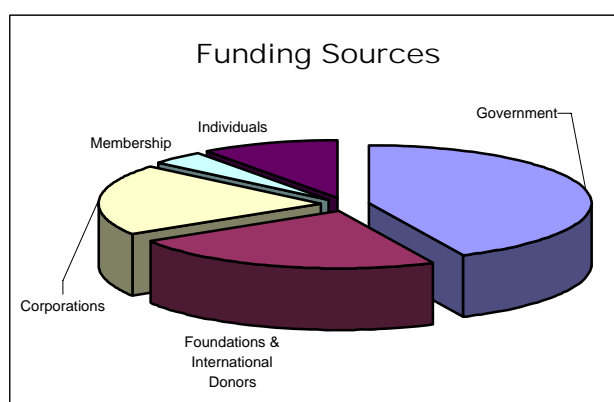
Source	% of total
Government Allocation	43%
Foundations & International Donors	23%
Corporations & Individual Contributions	20%
Membership Dues	4%
Individual Donors including Board of Trustees	10%

Financial reports audited

Yes, according to statute.

% of budget covered annually

The budget, according to the executive director, has remained around a level of JD 35,000 per year for the past several years. This amount, however, is expected to increase to over JD 80,000 during the following year due to expansion of activities and the advent of new donor funding for new programs. The organization, however, has a need to raise funds for its general and administrative expenses as well as increased activities that are not tied to a specific donor-funded program. One particular need in this area is sufficient staff salaries.



¹ This point is scored out of 20 points.

² This point has been scored with input from WEPIA F&A Manager.

³ This point is scored out of 20 points.

⁴ This point has been scored with input from WEPIA F&A Manager.

Diversification of sources of funding

As the organization relies heavily on government funding, its diversification of the sources of funding is weak.

Stability of level of annual funding

While the government allocates a monthly subsidy to JREDS, in the long-term sources of annual funding are not stable. Already, the government has reduced its annual funding from JD 18,000 to JD 15,000 per year, a 17% drop. This particular source of funding, therefore, should not be considered as reliable in the long term, particularly considering Jordan's difficult economic condition and the country's quest to limit unnecessary spending.

Membership, likewise, provides a very weak stream of revenues, indicative of a very weak member-benefits program as well as a weak membership recruitment capability and system. Donor funding, while increasing during the coming year, cannot be considered as contributing to long-term financial stability.

Are any sources of funding being reduced / eliminated?

As mentioned above, government funding has been decreased. No sign of further reduction or maintenance is available.

Ability to manage grant funds

This ability seems to be vested with the executive director. Since management of grant funds should be a capacity also built within the finance and administrative department(s), JREDS seems to be suffering in this category, particularly that accounting is handled via a part-time external contract as opposed to in-house staff. In addition, executive director himself has cited the need for training in this area, particularly budgeting.

Financial reporting according to donor requirements

Since donors provide pre-set formats, this criteria seems more as following established forms than an in-depth knowledge of donor financial reporting requirements. In addition, due to the organizations lack of sufficient past experience in handling grants, its capacity in this area is quite limited. Another key weakness in this area is the fact that technical, as opposed to finance staff, possess responsibility to ensure financial compliance. Therefore, this category is being scored at a level to reflect existing organizational ability as well as lack of institutionalization.

Clear financial policies & procedures are in place

Clear, concise and detailed financial policies and procedures, along with spending and signing authorities, have been developed and adopted.

Overhead & program costs are segregated

Yes, since the primary costs of JREDS as of the time of this assessment are mostly overhead expenses. A mid score has been given to this category due to lack of sufficient activity and reporting to properly assess financial statements. A future assessment would be more indicative, once the organization undertakes its expected grants.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	0
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁵	0
There is a fundraising or campaign chairperson ⁶	0
Board members act as Primes or secondaries regularly ⁷	2
Each board members makes at least two fundraising contacts per month ⁸	0

Total Points for Criterion = 2

Criterion Major Findings**All board members contribute financially at least annually**

Board members' contributions are primarily their annual membership fees of JD10. This cannot be considered as a contribution as it comprises fees in exchange for membership.

Board members' job description highlights fundraising

Board members are elected to four-year terms. Not only do board members' not have explicit tasks for fundraising, JREDS does not have an explicit job description for board members.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Insignificant.

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

JREDS executive director has mentioned that Princess Basma does make phone calls and participate in meetings on behalf of the organization, however, other members seldom get involved in such activities that have yielded much impact to date. JREDS

⁵ This point is scored out of 20 points.

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

has no system is in place to use board members as Primes or Secondaries, there is no documentation, evaluation or follow up system.

Each board members makes at least two fundraising contacts per month

No.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	5
Staff are aware of importance of fundraising ⁹	5
All staff are involved in fundraising	5
Staff work with board members in fundraising ¹⁰	0
All staff share vision and mission	0
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹¹	0

Total Points for Criterion = 15

Criterion Major Findings

There are three full time employees and two part time employees as well as three international volunteers:

Full time:

Executive Director – Amman-based; Project Coordinator – Aqaba-based; Field Officer – Aqaba-based.

Part time:

Accountant – Amman-based; Public relations/legal advisor.

Volunteers:

Peace Corps Volunteers for 2 years

Two Japanese Volunteers (Coral Reef Expert and Environmental Education Expert)

Volunteers add depth and capacity to the paid staff of JREDS. Since these volunteers are with the organization for a long period of time, they do provide a boost to the technical capacity of the organization and, therefore, expanding the areas of possible new involvement or expanded activities.

Staff retention rate

Staff are primarily new, and therefore, difficult to assess this category. A mid grade will be given and a more accurate assessment needs to be done a year from the date of this assessment.

Staff are aware of importance of fundraising

⁹ This point is scored out of 20 points.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

Certainly the executive director is quite involved in raising funds for JREDS. However, as other staff are limited and mostly are involved in technical areas, this category will be scored a mid grade.

All staff are involved in fundraising

According to the above, this category will also receive mid grade.

Staff work with board members in fundraising

Staff, other than the executive director, and board seem to have little interaction.

All staff share vision and mission

As the vision and mission have not been developed, this category will not receive any score.

Part of staff job description is fundraising

No.

Staff regularly update Development Officer information regarding stakeholders, members, potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

Criterion Major Findings

JREDS mission is:

“JREDS aims at the conservation, rehabilitation and enhancement of the marine eco-system in Jordan through grassroots participation, promoting sustainable management of natural marine resources, lobbying, awareness generation and the development of technical capabilities.”

Review of JREDS mission indicates that the organization was not established to represent or promote the interests of paid members. Thus, membership will be considered as another form of fundraising. Suggestions in this regard are included in the following section.

CRITERION Seven: Fundraising Strategies & Plans**250 points**

Purpose of Criterion Three: *To assess the organization's readiness to raise funds.*

Fundraising Preparedness

Fundraising strategy ¹²	0
Fundraising action plan ¹³	0
Specific cash goals established	3
Existing relationship with donors	3
Presence of a database of present contributors	7
Prospective / potential contributors identified	2
Cultivation strategies in place ¹⁴	2
Experience in spectrum of fundraising strategies	2
Case statement developed	0
Recognition system for donors in place	3
Grant writing ability ¹⁵	3
Recognition of donor priorities / research ability	4

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁶	1
Staff ability / experience in fundraising	2
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁷	0

Fundraising Success

An annual giving campaign conducted ¹⁸	0
Number of repeat annual contributors	0
Retention rate of donors ¹⁹	0

Total Points for Criterion = 32

Criterion Major Findings

JREDS raises funds through a variety of avenues and from various sources, including:

Source	% of total
Government Allocation	43%
Foundations & International Donors	23%
Corporations & Individual Contributions	20%
Membership Dues	4%
Individual Donors	10%

¹² This point is scored out of 20 points.

¹³ This point is scored out of 20 points.

¹⁴ This point is scored out of 15 points.

¹⁵ This point is scored out of 15 points.

¹⁶ This point is scored out of 15 points.

¹⁷ This point is scored out of 15 points.

¹⁸ This point is scored out of 15 points.

¹⁹ This point is scored out of 15 points.

Government Allocation

The Government of Jordan allocates JD 15,000 per year to JREDS payable in monthly installments of JD 1,250, comprising 43% of annual budget. Due to government budgetary constraints, this has dropped from JD 18,000 per year.

Membership Dues

Annual membership dues are JD 10 following an initiation fee of JD 15 for new members. Total dues income (a little over JD 1,000) contribute a negligible 4% of an already modest budget.

Corporate & Individual Contributions

A combination of cash and in-kind contributions make up this category, the total value of which is around JD 7000, or 20% of total. During this year, around JD 2,450 have been raised in cash and the balance has been raised as in-kind contributions reducing expenses such as printing of the newsletter and posters, T-shirts and caps giveaways, etc.

Foundations and International Donors

International donors provide JREDS with a quarter of its annual budget. USAID's WEPIA and other donors such as Swiss and French funding are expected to increase the amount raised under this category to over JD 80,000 per year over the following few of years. This year, around JD 15,000 were raised under this category.

Fundraising strategy

A formal fundraising strategy is not present. JREDS staff, primarily the executive director, conduct fundraising activities through acquired skills capitalizing on opportunities whenever they present themselves. As a result, JREDS has no clear strategy to raise funds, nor does it have a system to identify and solicit potential contributors.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

Specific cash goals established

This has not been established as a clear goal, however there is a clear indication that the organization is seeking to expand beyond current scope.

Existing relationship with donors

Executive director exhibited a very good understanding of the requirements of donors, how to approach donors, how to research donor interests and develop proposals that respond to such interests. JREDS seems to have a good relationship with existing donors. All of the above, however, refers to raising funds through proposals. On the other hand, JREDS relationship with potential contributors, other than existing ones, seems limited.

Presence of a database of present contributors

Individual and corporate contributors are maintained in a database, however work needs to be done on developing a full-fledged profile of each contributor, along with the

following factors: contribution capacity, inclination, contacts to be tapped, areas in which contributor may be of benefit beyond present contributions, etc.

Prospective / potential contributors identified

A list of potential contributors needs to be established, screened, evaluated and scores allocated to each contact in order to subject such list to a sophisticated screening, cultivation and solicitation system.

Cultivation strategies in place

As limited work has been done in fundraising, virtually no action is done in this area. As a strategy is non-existent, cultivation rests on the energy of the executive director, but does not follow a plan and is not documented.

Experience in spectrum of fundraising strategies

At the time of this assessment, JREDS activities in the areas of fundraising, other than proposal writing, have been quite limited to an annual dinner.

Case statement developed

Non-existent.

Recognition system for donors in place

Executive director sends thank you letters to contributors.

Grant writing ability

Budgeting and technical writing ability is needed.

Recognition of donor priorities / research ability

As mentioned above JREDS executive director understands the major elements of researching donor interests and priorities. However, there is need in building capacity to search for additional potential donors. In addition, a documentation system of donors priorities and development of proposals that might cater to such donors is needed.

Number of staff assigned to development & fundraising

Virtually all actions are done by executive director, leading to lack of institutionalization.

Staff ability / experience in fundraising

Training and capacity building in the theory and practice of systematic fundraising is necessary. Ability will also develop over time with practice and implementation.

Staff meet regularly to assess progress, contributors

Organized and set meetings do not take place. Meetings that do take place are normally not devoted exclusively to fundraising and are not documented.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

None, so far.

Retention rate of donors

Not applicable.

Membership Development

Membership development can play an important role in JREDS fundraising activities. While it is not a membership-based organization, membership should generate a larger base of revenues than currently is the case.

Suggestion

While JREDS membership is small and does not form a critical weight in the organization's financial base, it can create a membership development program focusing on new member acquisition and retention. The campaign should have the following components:

A. Strategy & System

- Set targets for number of members to be acquired
- Develop a value-added program
- Non-dues sources of income - Develop a strategy to promote programs, products and services to members for a discounted fee
- Membership recruitment plan & system
- Revise dues schedule – particularly the corporate component with different levels

B. Collateral material

- Membership brochure – *Already has*
- Membership application – *Already has*
- Membership directory
- Orientation handout materials
- Committee preference cards

TOTAL SCORE FOR JREDS

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	12 point
CRITERION Two: Communications & Public Relations	35 points
CRITERION Three: Finances	47 points
CRITERION Four: Governance	2 points
CRITERION Five: Employees	15 points
CRITERION Six: Membership	N/A points
CRITERION Seven: Fundraising Strategies & Plans	32 points

Membership-based Organizations

Maximum Possible score = 740	JREDS Score = 143 points
	= 19.3%

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

FUNDED BY



By

IBRAHIM K. OSTA

eⁿAble Development Solutions

for

**Haya Cultural Center
(HCC)**

STRATEGY AND METHODOLOGY

Associations will be diagnosed based on their ability to raise funds to achieve their primary missions and realize their objectives. The overriding consideration employed in designing this tool has been a focus on long-term self-sustainability with the view that associations need to progressively and methodically rely less on international donors and develop internal funding mechanisms.

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MAJOR ORGANIZATIONAL CRITERIA UTILIZED IN FUNDRAISING ASSESSMENT

Criterion One: Vision, mission, and objectives

Criterion Two: Communications & Public Relations

Criterion Three: Finances

Criterion Four: Governance

Criterion Five: Employees

*Criterion Six: Membership recruitment and maintenance
(if applicable)*

Criterion Seven: Fundraising Strategies & Plans

RATIONALE

This document is intended to provide an objective assessment of an association in a variety of areas that collectively contribute to the success of the organization and its ability to reach financial sustainability. Assigning numerical scores to the criteria under consideration is designed to identify areas requiring substantial capacity building as unveiled by the lowest score.

CRITERIA INDICATORS

To determine if an association meets the standards, certain organizational FACTORS for each criterion will be measured. The FACTORS are based on (1) documentation of fundamental functions; (2) answers to key structural and operational questions; and (3) descriptions of major activities. Each FACTOR has been given a numerical value of 10 points. The scoring of the FACTOR will be based on achieving certain criteria as described in the Interviewer's Instruction Sheet.

Criterion Major Findings

Based on discussion with interviewee, every section illustrates research findings. This serves as the basis for scores derived as well as the development of the "Recommendations" section, which can be found at the end of this report.

The Criterion "Membership"

While all six WEPIA partner organizations do have members, it is questionable whether they truly can be considered authentic member-based organizations. With the exceptions of the Business and Professional Women Association, the other five organization's membership orientation is elusive. Therefore, whether an organization will be scored as a membership-based organization will depend on the following test:

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RATINGS

The criteria ratings are based on a **SCALE OF 1 TO 10** (1 = non-existent or lowest rating and 10 = excellent or highest rating). Certain factors have been scored based on a scale of 15 or 20 points. These factors have been given heavier weight based on their relative importance to the specific objective of assessing the organization under question in terms of its fundraising capacity. Such weights are indicated as footnotes.

Judgments for ratings on this scale will be based on these values: qualities, quantities, results, stakeholder acceptance, refinements, completeness, and/or value to the overall mission of the organization.

COMPARATIVE RATIO SCORE

The final comparative ratio is an indication of the strength of an association compared to the ideal complete score. The assessment points will be added, then divided by 540—the total number of possible points—to arrive at a percentage score.

Weighted Scores per Criterion

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	50 points
CRITERION Two: Communications & Public Relations	110 points
CRITERION Three: Finances	110 points
CRITERION Four: Governance	120 points
CRITERION Five: Employees	100 points
CRITERION Six: Membership	150 points
CRITERION Seven: Fundraising Strategies & Plans	250 points

Total Possible Scores

Non-Membership-based Organizations

Maximum Possible score = 740 points	Organization Score = x points
	= x%

Membership-based Organizations

Maximum Possible score 890 points	Organization Score = x points
	= x%

Haya Cultural Center

Key Personnel

Mr. Nabil Riyal, Executive Director
Ms. Hanan Gammoh Afnan, Technical Director

Telephone **5511647** Fax

Interviewed

Mr. Nabil Riyal, Executive Director
Ms. Hanan Gammoh Afnan, Technical Manager

Annual Budget

JD 200,000

Constituency

HCC constituency is children ages 6 - 12 years old. In addition to walk-ins and family tours, the predominant category of visitors of the Center is school children through school-sponsored tours.

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	0
Strategic Plan	0
Action Plan	0
Participatory approached utilized in development	1 Points

Total Points for Criterion = 1

Criterion Major Findings**Vision statement**

A vision statement is non-existent. Executive director did not exhibit an understanding of the correct definition of a vision and noted that the vision changes every year. For example, the vision for Haya Center for the year 2001 is to computerize the operation and add computer-based activities for visiting children.

Mission statement

Similar challenges as the Vision.

Strategic Plan

A plan does not exist.

Action Plan

As the action plan follows the strategy, none exists. The organization currently operates based on performance required by projects underway as well as the direction of the executive director.

Participatory approached utilized in development

While strategic and action plans are non-existent, there seemed a culture of participation in the organization. Nevertheless, as both plans are non-existent, this category cannot be scored with high marks.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	8
Newsletter / Magazine	0
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	1
Website	0
Data base	8
Computerization	8

Public Relations Ability

Relationship with media	6
Ability to organize & execute publicity functions	6
Image among stakeholders & potential supporters	7

Total Points for Criterion = 44

Criterion Major Findings**Brochures, Descriptive materials**

HCC has a good collection of brochures specific for various Center activities. However, there is no one general brochure that describes Haya Cultural Center, its mission, overall goals, etc.

Newsletter / Magazine

No newsletter is published, however that was an effort to produce a magazine and the Center was successful in producing one edition. No other editions have been published and the project was stopped.

Update materials/tools to key supporters

No regular updates designed to keep key supporters involved in the operation.

Frequency of updates to key stakeholders

Not applicable.

News releases and/or media kit

News releases are mostly verbal and there is no media kit. There is heavy reliance on the charitable nature of the media concerning the center.

Website

Could not enter HCC website. Website can provide method for visitors of the site to contribute to HCC. The site can also be used as a source of revenue by emphasizing banner selling for sponsors.

Database

According to the executive director, a database has been installed and computerized in the year 2001. Training is needed for staff.

Computerization

See Database.

Relationship with media

Relationship with the media seems positive, although the Center relies on the royal connections to make media appearances. HCC does not maintain a media tracking system showing frequency, extent, tone and prominence of coverage.

Ability to organize & execute publicity functions

Major functions are not held by HCC, however, the staff exhibited an excellent understanding of the value of relationship building and making "a point of entry" for would be supporters by inviting them to the premises.

Image among stakeholders & potential supporters

Image seems positive among group of beneficiaries, however increased attention is needed in the area of potential supporters.

Marketing & Promotion

A distinct strength that HAYA Cultural center possesses is its ability to reach schools in a large portion of the country. HCC conducts presentations to schools and students as well as distributing fliers. According to the executive director, HCC staff has a solid relationship with schools and can personally visit them in a short period of time. HCC has 2 staff members devoted exclusively to marketing activities, mostly for schools' liaison.

Another advantage HCC exploits is on-premises promotion. With a large number of visitors every week visiting its premises, HCC utilizes posters and announcements that are viewed by such visitors. The Center is open after 5:00 p.m. to the general public, attracting adult visitors and a new group of targets.

While HCC is utilizing its premises and personal visits, there is a great room to build its marketing and promotion capacity to effectively utilize additional avenues, such as inserts in publications (newspapers and magazines), mass and direct mail, affinity marketing, etc.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	7
Diversification of sources of funding	5
Stability of level of annual funding	6
Are any sources of funding being reduced / eliminated?	6
Ability to manage grant funds ¹	14 ²
Financial reporting according to donor requirements ³	12 ⁴
Clear financial policies & procedures are in place	0
Overhead & program costs are segregated	0

Total Points for Criterion 44

Criterion Major Findings

Annual HCC budget = JD 200,000

HCC funding is derived from the following sources:

Source	% of total
Government Allocation	25%
Foundations & International Donors	30%
Corporations	10%
Membership Dues & Fees	25%
Individual Donors including Board of Trustees	10%

Financial reports audited

Yes, according to statute.

% of budget covered annually

The budget, according to the executive director, has remained around a level of JD 200,000 per year for the past several years. The amount is expected to remain the same in the foreseeable future. Therefore, the amount of shortfall that is required to be covered annually (after annual memberships, government outlays, etc) is minimal. However, this also reflects a mode of operation that seems content with the status quo as opposed to a proactive mode of operation designed to expand, renovate and improve.

HCC has discussed certain activities that are receiving focus in term of renovation and upgrade. However, this did not emerge as part of an organization-wide effort or a systematic undertaking. Obviously, this has budgetary implications: as opposed to factoring such costs as part of the budget, and therefore as cash goals to be raised,

¹ This point is scored out of 20 points.

² This point has been scored with input from WEPIA F&A Manager.

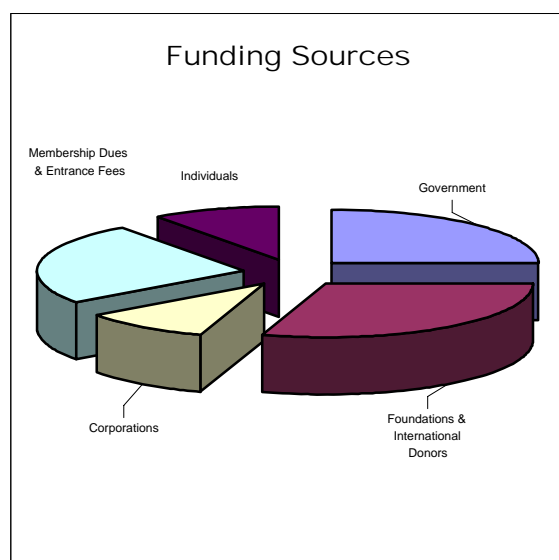
³ This point is scored out of 20 points.

⁴ This point has been scored with input from WEPIA F&A Manager.

they are eliminated from the forecast. Thus the status of the Center seems more stable than increased depreciation and inflation factors are actually impacting it.

Diversification of sources of funding

There seems to be an acceptable level of diversification in sources of revenue. Membership and activity fees have been consistent at around 25% of budget. In addition, donor funding has contributed an important portion of funding to the organization, which ensures that children are not charged the full rate of utilization.



On the other hand, HCC needs to boost its revenue stream in a variety of areas, chiefly, individual and institutional contributions. Consideration should also be given to diversifying its products and services and setting new fees for more new and expensive activities.

Stability of level of annual funding

A key concern is the long-term sustainability of government funding. This particular source of funding, therefore, should not be considered as reliable in the long term, particularly considering Jordan's difficult economic condition and the country's quest to limit unnecessary spending.

Are any sources of funding being reduced / eliminated?

Some international donor grants are ending while others, like WEPIA, continue. It is not expected that over the short term HCC will experience a major shock or a sudden drying of a large stream of funding.

Ability to manage grant funds

This ability seems to be vested with the executive director and technical director, according to HCC. Since management of grant funds should be a capacity also built within the finance and administrative department(s), HCC seems to be suffering in this category. In addition, executive director has cited the need for training in this area.

Financial reporting according to donor requirements

It appears that financial reporting is done according to donor requirements. However, since donors provide pre-set formats, this criterion seems more as following established forms than an in-depth knowledge of donor financial reporting requirements. The key weakness in this area is the fact that technical, as opposed to finance staff, are the ones with the knowledge and responsibility to ensure financial compliance. Therefore, this category is being scored at a level to reflect existing organizational ability as well as lack of institutionalization.

Clear financial policies & procedures are in place

This is done according to norms and practice, without written policies and procedures.

Overhead & program costs are segregated

No.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	4
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	1
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁵	0
There is a fundraising or campaign chairperson ⁶	0
Board members act as Primes or secondaries regularly ⁷	2
Each board members makes at least two fundraising contacts per month ⁸	2

Total Points for Criterion = 9

Criterion Major Findings**All board members contribute financially at least annually**

Board members' contributions are primarily their annual board membership fees of JD 150. While this is considered a contribution, it is mandated by HCC bylaws as the fees to be a board member. Thus, since it is mandated, this hardly qualifies as a "contribution." A few members have in the past contributed between JD 200 and JD 750 to fund the memberships of underprivileged children.

Board members' job description highlights fundraising

No.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Percentage of board members contributions are approximately 4%, which is comprised primarily of the mandated board membership fees. Virtually no additional funds are raised by board members since, according to the executive director, "the advisory board meets once per year and we do not want to bother them with such matters."

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

⁵ This point is scored out of 20 points.

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

HCC board is comprised of prominent members of Jordanian political, social and business circles. It has been mentioned by the executive director that some board members, particularly the Chairman, do expend political capital in advancing HCC goals, and at times raising funds. However, no system is in place to use board members as Primes or Secondaries, there is no documentation, evaluation or follow up system. Furthermore, the executive board is comprised of 9 out of the 55 advisory board members and only the executive, not the advisory, board provides such contributions

Each board member makes at least two fundraising contacts per month

No.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	10
Staff are aware of importance of fundraising ⁹	7
All staff are involved in fundraising	7
Staff work with board members in fundraising ¹⁰	0
All staff share vision and mission	0
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹¹	0

Total Points for Criterion = 24**Criterion Major Findings****Staff retention rate**

Staff has predominantly remained with the organization. Staff resignations seem to be normal, as HCC seems not to suffer from frequent turnover. Many staff members were cited by the executive director as having been with the organization for more than ten years.

Staff is aware of importance of fundraising

Certainly the executive director as well as technical director are. According to both, other staff is also trained to provide guests, particularly adults, with a positive experience when visiting the center in order to create a sense of interest in contributing to HCC.

All staff is involved in fundraising

According to the above, this category receives reasonably high marks, as staff seems to be aware of the importance of cultivating visitors.

Staff works with board members in fundraising

Staff, other than the executive director, and board seems to have little interaction.

All staff share vision and mission

As the vision and mission have not been developed, this category will not receive any score.

Part of staff job description is fundraising

No.

Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

⁹ This point is scored out of 20 points.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

CRITERION SIX: MEMBERSHIP**N/A**

Purpose of Criterion Nine: *To assess how the association attracts and keeps members*

- Membership brochure
- Membership application
- Membership directory
- New member orientation outline and handout material
- Orientation handout materials
- Committee preference cards
- Certificates, awards, and other volunteer recognition devices
- Annual membership growth
- Membership recruitment plan & system
- Membership retention rate
- Dues schedule
- Non-dues sources of income
- Member benefits program
- Service utilization
- Percentage of annual budget generated from dues

Total Points for Criterion_____

Criterion Major Findings

Haya Cultural Center will not be scored as a membership -based organization. While there is no mission to assess, the Center is primarily a facility that is open to the general public and not established to represent or promote the interests of paid members.

CRITERION Seven: Fundraising Strategies & Plans**250 points****Purpose of Criterion Three:** *To assess the organization's readiness to raise funds.***Fundraising Preparedness**

Fundraising strategy ¹²	0
Fundraising action plan ¹³	0
Specific cash goals established	5
Existing relationship with donors	5
Presence of a database of present contributors	7
Prospective / potential contributors identified	3
Cultivation strategies in place ¹⁴	2
Experience in spectrum of fundraising strategies	2
Case statement developed	0
Recognition system for donors in place	4
Grant writing ability ¹⁵	4
Recognition of donor priorities / research ability	0

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁶	3
Staff ability / experience in fundraising	3
Staff meet regularly to assess progress, contributors	1
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁷	0

Fundraising Success

An annual giving campaign conducted ¹⁸	0
Number of repeat annual contributors	1
Retention rate of donors ¹⁹	1

Total Points for Criterion = 41**Criterion Major Findings**

HCC raises funds through a variety of avenues and from various sources, including:

Source	% of total
Government Allocation	25%
Foundations & International Donors	30%
Corporations	10%
Membership Dues & Fees	25%
Individual Donors including Board of Trustees	10%

¹² This point is scored out of 20 points.¹³ This point is scored out of 20 points.¹⁴ This point is scored out of 15 points.¹⁵ This point is scored out of 15 points.¹⁶ This point is scored out of 15 points.¹⁷ This point is scored out of 15 points.¹⁸ This point is scored out of 15 points.¹⁹ This point is scored out of 15 points.

Government Allocation

The Government of Jordan allocates JD 50,000 per year to HCC, comprising 25% of annual budget.

Foundations and International Donors

International donors and foundations comprise the largest source of funding for HCC. While some local foundations provide contributions to the Center, such as General Union of Voluntary Organizations & Noor El-Hussein Foundation), the majority of this component relies on international donors such as USAID's WEPIA, GEF, Japanese and other donors.

Individual Donors

The majority of funding coming from this component is donations of the board of trustees. Around 50 trustees pay JD 150 per year.

Corporations

A combination of cash and in-kind contributions make up this category, the value of which is around 10% of total.

Fundraising strategy

A formal fundraising strategy is not present. HCC staff, primarily the executive director and program director, conduct fundraising activities through acquired skills capitalizing on opportunities whenever they present themselves. As a result, HCC has no clear strategy to raise funds, nor does it have a system to identify and solicit potential contributors.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

Specific cash goals established

Specific cash goals established every year is an amount that would cover a shortfall amount between available funds and an annual budget of JD 200,000. However, it is conspicuous that such a budget has remained steady for a number of years and HCC does not have plans to increase its budget and, therefore, revise its cash goals for fundraising. Such contentment with a steady budget seems to reflect a subsistence attitude to Center operations, as opposed to more progressive and proactive approach to development and expansion.

Existing relationship with donors

Executive director exhibited a very good understanding of the requirements of donors, how to approach donors, how to research donor interests and develop proposals that respond to such interests. HCC seems to have a good relationship with existing donors. All of the above, however, refers to raising funds through proposals. On the other hand, HCC relationship with potential contributors, other than existing ones, seems limited and staff did not discuss research and cultivation plans of new donors.

Presence of a database of present contributors

Individual and corporate contributors are maintained in a database that is newly computerized. Work needs to be done on developing a full-fledged profile of each

contributor, along with the following factors: contribution capacity, inclination, contacts to be tapped, areas in which contributor may be of benefit beyond present contributions, etc.

Prospective / potential contributors identified

A generic list of potential contributors is present. List needs to be computerized and entered into a database. More importantly, the list needs to be screened, evaluated and scores allocated to each contact in order to subject such list to a sophisticated screening, cultivation and solicitation system.

However, executive director exhibit energy and enthusiasm in seeking lists and compiling names of newly-formed companies and others, signifying a great opportunity to develop Center and staff skills in fundraising.

Cultivation strategies in place

Limited work is done in this area. As a strategy is non-existent, cultivation rests on the energy of members of the board and does not follow a plan and is not documented. However, staff, especially the technical director, exhibited an excellent understanding of the need and methodology of cultivation (at a minimum making a point of entry). For example, one of the individuals invited to visit HCC ended up contributing to the Center. Such an example not only illustrates staff ability to cultivate, but an indication that staff would be well-served by capacity building and training in fundraising.

Experience in spectrum of fundraising strategies

At the time of this assessment, HCC reported its involvement in a telemarketing campaign raising funds for the center. The Traffic School campaign has been designed with assistance from an American public relations firm looking to establish operations in Jordan. Five staff members compensated based on a 10% commission of all funds raised are conducting the campaign utilizing pre-drafted scripts and Center-provided lists. The goal of the campaign is to raise JD 60,000 to upgrade is Traffic School and acquire new equipment. This campaign is HCC debut in this form of fundraising. Another avenue being pursued to fund the traffic school is to seek corporate sponsorships of cars.

HCC does, however, require technical assistance and capacity building in designing and conducting other fundraising strategies as part of its annual campaign. More specifically, since two funding tactics are being utilized (phones and sponsorships), setting goals for each possible source is necessary. In addition, training and/or counseling on devising and marketing corporate sponsorships will add to HCC capacity.

Case statement developed

Non-existent.

Recognition system for donors in place

Executive director sends thank you letters to contributors.

Grant writing ability

Budgeting and technical writing ability is needed.

Recognition of donor priorities / research ability

As mentioned above under "Existing relationship with donors," HCC executive director understands the major elements of researching donor interests and priorities. However, there is need in building capacity to search for potential donors. In addition, a documentation system of donors' priorities and development of proposals that might cater to such donors is needed.

Number of staff assigned to development & fundraising

Executive director and technical director are primarily responsible for fundraising. Executive director, however, stressed the fact that all staff are involved in fundraising in the sense that Center staff make an effort in providing visitors with a positive experience, which they hope would translate into contributions. Training of the rest of staff on reporting guests that exhibited a higher inclination for giving is essential.

Staff ability / experience in fundraising

Training and capacity building in the theory and practice of systematic fundraising is necessary. Ability will also develop over time with practice and implementation.

Staff meet regularly to assess progress, contributors

Organized and set meetings do not take place. Meetings that do take place are normally not devoted exclusively to fundraising and are not documented.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising. Marketing staff act more as school liaisons than public relations and fundraising activities.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

Limited.

Retention rate of donors

Individual donors, other than the board, are few and, therefore, this category is not applicable.

TOTAL SCORE FOR HCC

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	1 point
CRITERION Two: Communications & Public Relations	44 points
CRITERION Three: Finances	44 points
CRITERION Four: Governance	9 points
CRITERION Five: Employees	24 points
CRITERION Six: Membership	N/A points
CRITERION Seven: Fundraising Strategies & Plans	41 points

Non-Membership-based Organizations

Haya Cultural Center has been scored as an activity-based as opposed to a membership-based organization.

Maximum Possible score 740 points	HCC Score = 163 points
	22.0%

ASSOCIATION DIAGNOSTIC OF FUNDRAISING CAPABILITY

Developed for

WEPIA

FUNDED BY



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eⁿAble Development Solutions

for

**Center for the Study of
the Built Environment
(CSBE)**

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Membership-based Organizations

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Center for the Study of the Built Environment

Key Personnel

Mr. Mohammad Asad, Chair & Executive Director

Interviewed

Mr. Mohammad Asad, Chair & Executive Director

Annual Budget

JD

CRITERION ONE: VISION, MISSION, AND OBJECTIVES**50 points****Purpose of Criterion One:**

To assess the fundamental philosophy and focus of the association from the viewpoint of the organization's volunteer and professional leaders.

Vision statement	0
Mission statement	4
Strategic Plan	0
Action Plan	0
Participatory approached utilized in development	2

Total Points for Criterion = 6

Criterion Major Findings**Vision statement**

A vision statement is non-existent.

Mission statement

A crisp mission statement is also non-existent, although CSBE website does include the following statement in the organization's description:

"aims at providing a better understanding of the built environment and of the challenges facing it in Jordan and the region."

A crisp mission statement needs to be developed or, at a minimum, identify the statement above as the mission. A mid score will be allocated.

Strategic Plan

According to the executive director, a strategy does not exist.

Action Plan

As a strategic plan is non-existent, an action plan emanating from the strategy also does not exist.

Participatory approached utilized in plan development

Organizational culture seems participatory, however this cannot gain much points in development of action and strategic plans as they do not exist. Nevertheless, 2 points will be allocated for culture.

Note:

CSBE activities include lectures, workshops and information dissemination through its website regarding the built environment. It operates more as a think tank than an association. CSBE considers its constituency to include architects, construction companies, engineering firms and heritage enthusiasts.

CRITERION Two: Communications & Public Relations**110 points**

Purpose of Criterion Two: *To assess the association's communication and public relations capabilities.*

Communication Ability

Brochures, Descriptive materials	0
Newsletter / Magazine	2
Update materials/tools to key supporters	0
Frequency of updates to key stakeholders	0
News releases and/or media kit	2
Website	10
Data base	0
Computerization	8

Public Relations Ability

Relationship with media	0
Ability to organize & execute publicity functions	1
Image among stakeholders & potential supporters	1

Total Points for Criterion = 24

Criterion Major Findings**Brochures, Descriptive materials**

No brochure or communication materials existed at the time of the assessment.

Newsletter / Magazine

A newsletter is not published, however, CSBE does use its website as the primary method of communication (see below). As a result, 2 points will be allocated for news dissemination, but a newsletter would still add value to the organization.

Update materials/tools to key supporters

None.

Frequency of updates to key stakeholders

None.

News releases and/or media kit

Non-existent.

Website

A superb website has been developed for the organization along with useful links to other key sites. However, the website does not contain a membership application or a method for involvement.

Database

A small list of individuals that regularly participate in CSBE events exists. However, the organization does not have a wide database of prospective supporters or members.

Computerization

For the current extent of the operation, the one computer owned by CSBE seems enough.

Relationship with media

Virtually none.

Ability to organize & execute publicity functions

Other than holding workshops, CSBE has not had the opportunity to experiment its capability in this area.

Image among stakeholders & potential supporters

CSBE stakeholder groups (architects, construction companies, engineering firms and heritage enthusiasts) have a limited, and in most cases no, knowledge of the organization or its goals. A major awareness campaign is required to reach these groups, mobilize and solicit their support.

Marketing & Promotion – A *distinct weakness*

It is noteworthy that CSBE has paid virtually no attention to marketing and promotion of the organization. CSBE director projected a wishful attitude of stakeholders seeking and contributing to the organization, as opposed to CSBE making an effort to solicit support. “They do not offer to support” the director complained about those that have been frequent CSBE event participants.

“Making the Ask,” or requesting support, is an area that CSBE needs to learn. The very orientation of the organization from one that depends on the charitable nature of persons not even approached to one that actively seeks supporters needs to change.

CRITERION THREE: FINANCES**110 points**

Purpose of Criterion Six: *To assess the organization's financial status, stability and fundraising needs.*

Financial reports audited	10
% of budget covered annually	1
Diversification of sources of funding	0
Stability of level of annual funding	0
Are any sources of funding being reduced / eliminated?	1
Ability to manage grant funds ¹	12 ²
Financial reporting according to donor requirements ³	12 ⁴
Clear financial policies & procedures are in place	0
Overhead & program costs are segregated	0

Total Points for Criterion 36

Criterion Major Findings***Annual JES budget = JD 30,000***

CSBE is 100% grant funded.

Financial reports audited

Yes, according to statute.

% of budget covered annually

CSBE budget is quite small. The organization depends largely on in-kind contributions of talent to conduct its affairs. There is one paid staff member (an administrative assistant). Money available at CSBE does not emulate the programmatic level of activity the organization wishes to undertake. Therefore, this category receives a score of 1.

Diversification of sources of funding

CSBE is 100% grant funded and mostly coming from two small grants. There is virtually no diversification.

Stability of level of annual funding

Funding is unstable as grants do not provide the organization with stability. Existing grants do not offer CSBE any guarantees of being renewed. Further, the Aga Khan grant currently in place (around \$5,000) seems to have been provided to the organization due to the personal relationship of Mr. Al-Asad with the foundation, as opposed to CSBE's ability to seek and secure grant funding⁵.

¹ This point is scored out of 20 points.

² This point has been scored with input from WEPIA F&A Manager.

³ This point is scored out of 20 points.

⁴ This point has been scored with input from WEPIA F&A Manager.

⁵ According to notes made by Mr. Al-Asad.

Are any sources of funding being reduced / eliminated?

The Aga Khan grant, as well as the rest of the grants, are declining and do not have automatic renewal features.

Ability to manage grant funds

CSBE seems to be meticulous in management of grant funds. There is a volunteer that handles financial affairs of CSBE, thus institutionalization is lacking. The WEPIA grant is being managed by the executive director.

Financial reporting according to donor requirements

It appears that financial reporting is largely done according to donor requirements. Again, there is not an institutionalized system in place.

Clear financial policies & procedures are in place

This is done according to norms and practice, without written policies and procedures.

Overhead & program costs are segregated

No.

CRITERION Four: Governance**120 points**

Purpose of Criterion Four: *To understand the role of the board in raising funds and contributing to the organization's financial stability.*

All board members contribute financially at least annually	0
Board members' job description highlights fundraising	0
New board members receive orientation in fundraising	0
Percentage of annual funds raised by board members	0
There is an active fundraising committee ⁶	0
There is a fundraising or campaign chairperson ⁷	0
Board members act as Primes or secondaries regularly ⁸	0
Each board members makes at least two fundraising contacts per month ⁹	0

Total Points for Criterion = 0

Criterion Major Findings**All board members contribute financially at least annually**

Board members mostly volunteer their time and make no additional contributions.

Board members' job description highlights fundraising

No.

New board members receive orientation in fundraising

No.

Percentage of annual funds raised by board members

Virtually none.

There is an active fundraising committee

No.

There is a fundraising or campaign chairperson

No.

Board members act as Primes or secondaries regularly

As discussed above, board members engage in virtually no fundraising.

Each board member makes at least two fundraising contacts per month

No.

⁶ This point is scored out of 20 points.

⁷ This point is scored out of 20 points.

⁸ This point is scored out of 20 points.

⁹ This point is scored out of 20 points.

CRITERION Five: Employees**100 points**

Purpose of Criterion Five: *To understand the organization's mission and approach from the association's employees viewpoints, and employee's readiness and capacity to raise funds.*

Staff retention rate	5
Staff are aware of importance of fundraising ¹⁰	0
All staff are involved in fundraising	0
Staff work with board members in fundraising ¹¹	0
All staff share vision and mission	8
Part of staff job description is fundraising	0
Staff regularly update Development Officer information regarding stakeholders, members, potential donors ¹²	0

Total Points for Criterion = 13**Criterion Major Findings****Staff retention rate**

As a new organization, this is difficult to measure. A proper assessment needs to be made in the future. A mid score of five will be allocated to reflect the fact that staff, while not turning over, have not acquired long years of experience and familiarity with the organization and its affairs.

Staff is aware of importance of fundraising

Again, this is the one area that stands out the most as requiring attention. Staff, along with the leadership, seem to be removed from fundraising or any orientation associated with it!

All staff is involved in fundraising

No.

Staff works with board members in fundraising

No.

All staff share vision and mission

While there is no vision established, it appeared that the mission is shared by all and, as a small organization, they support each other with commitment.

Part of staff job description is fundraising

No.

Staff regularly updates Development Officer information regarding stakeholders, members, and potential donors

No development Officer, or a person with primary responsibility for resource generation, is in place.

¹⁰ This point is scored out of 20 points.

¹¹ This point is scored out of 20 points.

¹² This point is scored out of 20 points.

CRITERION SIX: MEMBERSHIP**N/A**

Criterion Major Findings

CSBE will not be scored as a membership -based organization, however it will be included as a source of funding and will be included in Criteria 7: Fundraising. Review of CSBE mission indicates that the organization was not established as a membership-based organization.

[CSBE] aims at providing a better understanding of the built environment and of the challenges facing it in Jordan and the region.

CRITERION Seven: Fundraising Strategies & Plans**250 points**

Purpose of Criterion Three: *To assess the organization's readiness to raise funds.*

Fundraising Preparedness

Fundraising strategy ¹³	0
Fundraising action plan ¹⁴	0
Specific cash goals established	0
Existing relationship with donors	1
Presence of a database of present contributors	1
Prospective / potential contributors identified	0
Cultivation strategies in place ¹⁵	0
Experience in spectrum of fundraising strategies	1
Case statement developed	0
Recognition system for donors in place	0
Grant writing ability ¹⁶	3
Recognition of donor priorities / research ability	0

Fundraising Infrastructure

Number of staff assigned to development & fundraising ¹⁷	0
Staff ability / experience in fundraising	0
Staff meet regularly to assess progress, contributors	0
Staff compensated sufficiently for fundraising activities	0
Staff maintain written reports about donors & prospects ¹⁸	0

Fundraising Success

An annual giving campaign conducted ¹⁹	0
Number of repeat annual contributors	0
Retention rate of donors ²⁰	0

Total Points for Criterion = 6

Criterion Major Findings**Fundraising strategy**

A formal fundraising strategy is not present.

Fundraising action plan

As a strategy does not exist, an action plan emanating from such a strategy is non-existent.

¹³ This point is scored out of 20 points.

¹⁴ This point is scored out of 20 points.

¹⁵ This point is scored out of 15 points.

¹⁶ This point is scored out of 15 points.

¹⁷ This point is scored out of 15 points.

¹⁸ This point is scored out of 15 points.

¹⁹ This point is scored out of 15 points.

²⁰ This point is scored out of 15 points.

Specific cash goals established

As a clear program of work, along with an associated budget, has not been established, cash goals cannot be developed.

Existing relationship with donors

Other than WEPIA and Aga Khan there seems to be little interaction with other donors.

Presence of a database of present contributors

None exists.

Prospective / potential contributors identified

Not much work has been done in this area.

Cultivation strategies in place

No.

Experience in spectrum of fundraising strategies

Virtually none.

Case statement developed

Non-existent.

Recognition system for donors in place

No.

Grant writing ability

Limited experience in this area.

Recognition of donor priorities / research ability

Very little research ability portrayed.

Number of staff assigned to development & fundraising

None.

Staff ability / experience in fundraising

None. See above.

Staff meet regularly to assess progress, contributors

No.

Staff compensated sufficiently for fundraising activities

There is no staff member that is exclusively devoted to fundraising or marketing.

Staff maintain written reports about donors & prospects

No.

An annual giving campaign conducted

None.

Number of repeat annual contributors

Non-existent

Retention rate of donors

Not applicable

Membership Development

Membership development should play a key role in CSBE organizational development and fundraising activities. While CSBE has not been developed as a membership-based organization, according to its objectives, it should seriously consider transforming itself into one. Thus, membership should comprise the core of CSBE activities and generate a large base of revenues.

Suggestion

CSBE reconsider its mission and structure to become member-focused. Membership categories should be segmented to include:

- Individuals
- Corporations (with sub-categories)
- Associations and foundations
- Development areas (qualified industrial zones, commercial districts, etc)

A comprehensive membership development program should be developed with the following components:

A. Strategy & System

- Set targets for number of members to be acquired
- Develop a value-added program
- Non-dues sources of income - Develop a strategy to promote programs, products and services to members for a discounted fee
- Membership recruitment plan & system
- Develop dues schedule (according to the four areas mentioned above)
- CSBE target market should be carefully segmented with a specialized communication strategy developed for each.

B. Collateral material

- Membership brochure
- Membership application
- Orientation handout materials
- Committee preference cards

TOTAL SCORE FOR CSBE

CRITERION ONE: VISION, MISSION, AND OBJECTIVES	6 point
CRITERION Two: Communications & Public Relations	24 points
CRITERION Three: Finances	36 points
CRITERION Four: Governance	0 points
CRITERION Five: Employees	13 points
CRITERION Six: Membership	N/A points
CRITERION Seven: Fundraising Strategies & Plans	6 points

Non-Membership-based Organizations

JES has been scored as an activity-based as opposed to a membership-based organization.

Maximum Possible score 740 points	CSBE Score = 85 points
	11.5%